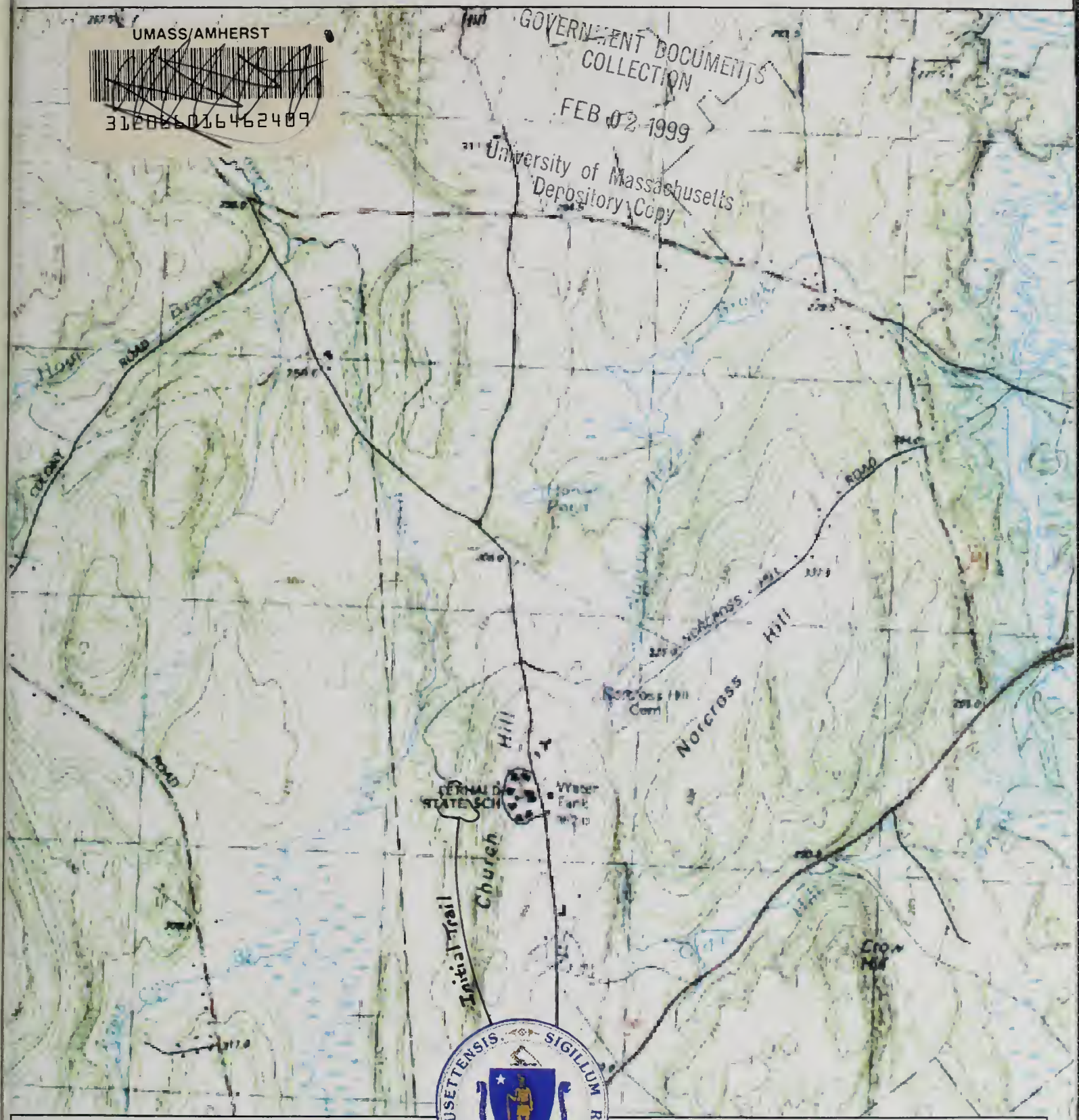
Massachusetts Performance Enhancement Commission
Final Report to the Legislature

June 30, 1998



Charles Baker
Secretary
Administration & Finance

William Kilmartin
Comptroller
Office of the Comptroller

Co-Chairs

The Commonwealth Of Massachusetts

Performance Enhancement Commission

CHARLES D. BAKER
Secretary

Executive Office for
Administration And
State House, Room 373
Boston, MA 02133

WILLIAM KILMARTIN
Comptroller

Office of the Comptroller
One Ashburton Place
Boston, MA 02108

June 25, 1998

The Honorable Stanley C. Rosenberg
The Honorable Paul R. Haley
The Honorable Marc R. Pacheco
The Honorable Geoffrey D. Hall
State House
Boston, MA 02133

Gentlemen:

Attached please find the final report of the Massachusetts Performance Enhancement Commission (MPEC). As you know, the Commission was established by the Legislature under Section 224 of the Fiscal Year 1998 General Appropriations Act.

> "There is hereby established the Massachusetts performance enhancement program, which shall provide the opportunity for designated agencies to improve their management systems and enhance their performance by streamlining services, reducing paperwork, analyzing and reviewing their policies and procedures including, but not limited to, fiscal management, human resources, procurement, customer services, technology and facilities operation and maintenance."

The Commission has accomplished a great deal during the past nine months, with projects ranging from building a new hiking trail in previously inaccessible state owned property to designing a new self-funded campground reservation system. The Commission has also learned some valuable lessons about how to enhance performance and improve customer service. This knowledge will have value to the two client departments for FY98, the Department of Mental Retardation and the Department of Environmental Management, as well as general applicability to other programs, and departments across the government.

The comments and conclusions set forth in this letter and in the report represent the compilation and consensus of the opinions, suggestions and work activities of the members and other participants in the MPEC undertaking.

Unlike other "performance improvement" initiatives, which focus primarily on how the public sector can adjust its procedures and processes to enhance its performance, this Commission concentrated, instead, on delivering improved products. The rationale for this approach was twofold:

- an improved customer service is better than an enhanced administrative procedure that may or may not lead to an improved customer service; and,
- actually improving performance will cast light on ways in which administrative tasks and activities need to be changed to deliver a superior product elsewhere.

As one Commission member said, "The idea of a performance enhancement commission that created nothing more than another document describing how to enhance the performance of state government did not appeal to any of us." With this in mind, MPEC agreed to six principles to guide its actions, and then selected projects that provided the best opportunity to deliver on the identified principles. The following are some of the lessons we learned about these principles:

- **Importance**: Concentrate on fixing an identified problem, or identify a major opportunity to fix a problem and then fix it. *The key was finding substantive opportunities for change, not necessarily "problems." The Commission provided the focus and attention to keep the selected projects in priority status.*

- **Execution**: Focus on projects that could be substantially implemented by June 1998 with concrete results. *The Commission selected projects which could reach significant milestones, though not necessarily completion, by June, 1998.*

- **External Focus**: Choose initiatives that offer a demonstrable benefit to the public. *Commission members felt strongly that the public should see the benefit from a project. The Commission focused on products, rather than improved administrative processes that the public would not see.*

- **Program Enhancement**: Be able to demonstrate an expanded or improved service at an equivalent or lower cost to taxpayers. *Commission members kept the focus on cost-effectiveness.*

- **Creativity**: Choose innovative solutions and new approaches, not "back burner" projects with little or no relevance to the future. *Innovation was less compelling to general Commission members than importance/public benefit, cost-effectiveness, and replicability.*

- **Replicability**: Pick projects that could be copied and/or implemented in other state agencies using similar techniques. *Members felt this was particularly important for the first year of the Commission's work. The DMR-DEM collaboration on the Templeton project is a good example of a replicable project model.*

The Commission worked on the following five projects:

- On-line visitor center (DEM);
- Automated campground reservation system (DEM);
- Templeton Development Center joint land management project (DEM/DMR);
- Electronic delivery system of benefits for family support services (DMR);
- Public awareness campaign to enhance and support employment opportunities for people with mental retardation (DMR).

This final report summarizes the results achieved by the five project teams under the Commission's guidance. It also provides a status update on the projects considered but referred for action elsewhere and thus not actively pursued by the Commission.

The two state agencies, the Department of Environmental Management and the Department of Mental Retardation, invested significant effort and attention to the work of the Commission. The two department heads, Peter Webber and Gerry Morrissey, provided strong leadership to obtain the maximum value for their respective departments.

General Commission members played an active role in defining the parameters of the projects and providing strategic guidance. They also made significant contributions by providing advice on efficiency and providing links to outside organizations so that state agencies could leverage knowledge, experience, and resources from non-governmental sources.

Most importantly, state and general Commission members kept the focus and attention on these projects so that they could reach significant milestones by June, 1998. As one Commission member said, the focus on projects rather than process was "why we actually accomplished something. We could have stayed at the abstract level forever. Getting project-oriented forced us to become concrete." Commission members took pride in the tangible results and general Commission members gained valuable insight into how state government works.

The energy, enthusiasm and dedication of both state and general commission members has been a credit to the progress of the Commission. Let us know if you or your staff are interested in discussing these results.

Sincerely,

Charles D. Baker
Secretary, EOAF

William Kilmartin
State Comptroller

COMMISSION MEMBERSHIP

CO-CHAIRS
Charles D. Baker, Secretary, Executive Office for Administration and Finance
William Kilmartin, Comptroller, Commonwealth of Massachusetts

GENERAL MEMBERS

Massachusetts Taxpayers Foundation Representative:
Allan Cohen, Tax Practice Director, Arthur Andersen LLP

Organized Labor Representative:
Christine H. McLaughlin, Vice President Local 509, Service Employee's International Union

Graduate School Faculty Representative:
Herman Leonard, Professor, Kennedy School of Government, Harvard University

Massachusetts Business Roundtable Representative:
Jane Wheeler, Principal Environmental Scientist, Camp Dresser & McKee

Gubernatorial Appointees:
James Robinson, President, The Gideon Group, Inc.
Elizabeth Reiland, Principal, The Jacobson Group, Inc.
Lawrence T. Williams, Vice President and CIO, National Mentor, Inc.

PROGRAM COORDINATORS
Rosemarie Day, Assistant Secretary, Executive Office for Administration and Finance
Martin Benison, Deputy Comptroller, Office of the State Comptroller

Administrative Support
Maura Atkinson
Cathy DiGianni
Jennifer Frauson
Monica Middleton
Anita Rapino

Special Thank You to:
Mt. Wachusett Community College
Wickersham Hunt Schwantner

DEPARTMENT OF MENTAL RETARDATION
Paul Antonellis, Director of Consolidation
Rich Cahalane, Budget Analyst, Central Office
Julianne Dee, Caseworker, Monson Developmental Center
Diane Enochs, Regional Director, Central Region
Janet George, Assistant Commissioner for Policy, Planning & Children's Services
Mitch Henderson, Contract Specialist, Hogan Regional Center
Bill Hetherington, Assistant Commissioner for Management and Finance
Lisa Lawrence, Caseworker, Metro Region
Janina Millet, Director of Transportation, Western Region
Jack Riley, Facility Director, Dever Developmental Center
Bob Trombly, Director of MIS

Ex-Officio
Gerry Morrissey, Commissioner, Department of Mental Retardation

DEPARTMENT OF ENVIRONMENTAL MANAGEMENT
Stephen Blinn, Construction Coordinator, Division of Resource Conservation
Claire D'Angelo, Fiscal Administrative Assistant, Division of Forests and Parks
Ray Faucher, Supervisor, Great Brook Farm State Park and City Square Park
Susan Frechette, Chief of Staff / Deputy Commissioner of Administration
Todd Frederick, Director of Forests and Parks
Jonathan Geer, MIS Director
David Mahr, Budget Analyst, EOEA
Robert Samuels, Personnel Analyst, Division of Administration
Ron Washburn, Counsel I, Legal Office
Gail Yeo, Director of Project Management, Division of Resource Conservation

Ex-Officio
Peter Webber, Commissioner, Department of Environmental Management

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On the Cover:

A topographic map depicting the area of land in and around the Templeton Development Center. The map also depicts the initial section of the public access trail completed through the collaborative efforts of the Department of Environmental Management and the Department of Mental Retardation. The Templeton Collaborative Land Management Project was one of the FY98 Mass PEC projects.

Executive Summary

EXECUTIVE SUMMARY

The Massachusetts Performance Enhancement Commission convened in September of 1997. Members from outside of state government ("general members") and inside state government ("agency members") met to discuss performance improvement objectives for the two designated agencies, the Department of Environmental Management (DEM) and the Department of Mental Retardation (DMR).

Agency members designed proposals for enhancement initiatives within their agencies and presented them to the Commission. From a field of thirteen proposals, the Commission chose six as the most appropriate for the further work of the Commission. The Commission also agreed that two of the selected projects should be consolidated to one because their subjects were related. The five final projects selected by the Commission were:

- DEM On-Line Visitor Center
- DEM Campground Access and Management Program (CAMP)
- DEM/DMRTempleton Cooperative Land Management
- DMR Public Awareness/Employment (originated as two separate projects, combined into one joint project during selection process)
- DMR Family Supports/Electronic Benefits Transfer.

The Commissioners of DEM and DMR assigned project drivers from their agencies for each of the selected projects. General members of the Commission selected the projects to work on. Agency members also joined teams.

Below is a summary of the performance enhancements and what we learned about enhancing performance.

PERFORMANCE ENHANCEMENTS

I. On-line Visitor Center

Need for Performance Improvement:

- DEM's current public communication methods need improvement. The public is unable to obtain information about all of DEM's facilities and programs in an updated and customized way.

- DEM does not have a systemactic way of sharing up-to-date information between its field facilities and regional or central offices.

- DEM has begun to use its Web site but has not fully tapped the potential of this resource.

Proposed Solution:

- Enhance the current DEM Web site by: implementing a search engine (so that customers can find key areas they are interested in), adding more facilities and program information, developing a visitor center "look and feel" to the site, and standardizing the information gathered at the facility level.

Progress to Date:

- An online search engine has been added to the Website (*http://www.state.ma.us/DEM*).

- A pilot Facility Based Information System (FBIS) using an Internet website which allows facilities to communicate updated information about the facility is already up and running and being accessed by some of the Department's busiest facilities, their regional headquarters, and the central office.

- A new "on-line" visitor center look for the website is under design and will soon be tested and launched.

- In the next phase DEM will implement the On-Line Visitors Center on its website and roll out the FBIS to all facilities.

II. Campground Access and Management Program (CAMP)

Need for Performance Improvement:

- Campground reservations can only be made at 11 of the 35 campgrounds across the state. These reservation systems get overloaded with phone calls during regular business hours and each site can only offer information and reservations on that site.

- The current campground reservation system could provide improved customer service by being more flexible, i.e. allowing customers to change their reservations, or make reservations at multiple facilities at the same time.

- The current reservation system does not accept credit card payments.

- Information from a reservation system could be used to provide better customer service.

Proposed Solution:

- Create a real-time, on-line centralized campground reservation center that responds to phone calls and Internet inquiries. The center would accept credit card payments.

- Use data from the automated system to provide management information that will improve customer service.

- Receive legislative authorization for DEM to retain revenue to fund a campground reservation service.

Progress to Date:

- DEM has analyzed available options and determined that outsourcing the reservation system makes the most sense.

- DEM has researched the idea of funding the system through reservation and usage fees and has found precedent for this idea in other states and the federal government.

- DEM issued a request for response and evaluated and reviewed responses, and are beginning negotiation with the selected contractor. DEM expects to have a contract in place by July 29, 1998.

- DEM has set a goal of implementing a new self-funded reservation system by the 1999 camping season and has already established a toll free number 1-877-ICAMPMA.

III. Templeton Land Management

Need for Performance Improvement:

- Templeton Development Center, a DMR facility, currently utilizes less than 25% of its 2,600 acres. The remaining acres are close to several sites that are managed by DEM. There is an opportunity for the state to improve the use of the underutilized acres in a way that involves DMR clients.

Proposed Solution:

- Develop a cooperative land management plan that enhances the use of the Templeton facility for Templeton residents and other citizens. Include participation opportunities for DMR clients.

Progress to Date:

- DEM and DMR have been working collaboratively to design a joint land management plan.
- The first trail, over one mile in length, has been opened to the public.
- DEM and DMR are creating opportunities for DMR clients to participate in the construction and usage of the trails.
- DEM will complete the appropriate land and title surveys and continue to expand the trail system this summer.

IV. Employment Supports/ Public Service Announcements

Need for Performance Improvement:

- Traditional employment placement services have not yielded enough placements. 1800 DMR clients are still being served in sheltered workshops.
- A major employment barrier for DMR clients is the continuing perception by businesses that individuals with disabilities are not capable of being productive workers.

Proposed Solution:

- Implement a series of public service announcements (PSAs) designed to change perceptions about individuals with mental retardation.
- Follow up the PSAs with a direct job placement program that provides money directly to businesses who agree to hire and train individuals with mental retardation.

Progress to Date:

- Focus group data has been obtained to hone the public service announcement message.
- Four 15 second public service announcements have been produced.
- The firm of Wickersham Hunt Schwantner has agreed to provide pro-bono development of three additional announcements.

- Mt. Wachusett Community College will provide production of these announcements.

- These 7 announcements will air on network and cable television this fall.

- DMR is reviewing apprenticeship and mentorship program models.

V. Family Support Initiative

Need for Performance Improvement:

- The movement from traditional facility-based respite to direct family supports requires that both DMR and its providers shift the way supports are provided. Currently, providers act as intermediaries for families rather than giving families direct choice and control over their support.

- Families need a direct and convenient way to access family support stipends.

Proposed Solution:

- Assess the feasibility of using Electronic Benefits Transfer (EBT) card technology to provide support stipends to DMR families.

Progress to Date:

- DMR has developed a process model to diagram the proposed change.

- DMR has begun communicating the idea to DMR staff and families.

- DMR has conducted a survey of DMR families with 80% of the respondents expressing a favorable view of the proposed changes.

- DMR is communicating the idea to DMR providers.

- DMR plans to initiate electronic benefits transfer for family supports on a pilot basis in late FY99 or early FY00. If that program is a success, families of DMR clients statewide could enjoy the improved services during FY00.

A more detailed discussion of each of these selected projects can be found in Section I.

The seven proposals not selected as performance enhancement projects were referred to other agencies for further action. Two of the proposals were similar enough to combine into one, making a total of six delegated projects.

- Small Purchase Credit Cards *(Comptroller)*
- Paperless Payroll Project *(Comptroller)*
- C.O.R.E. Initiative *(Department of Environmental Management)*
- Health Care Support Inititative *(Executive Office for Administration and Finance)*
- Parking Reimbursement for client transportation *(Human Resources Division)*
- Ready payment and EDI *(Department of Mental Retardation, Comptroller)*

A summary of the status of these delegated projects can be found in Section II.

WHAT WE LEARNED ABOUT ENHANCING PERFORMANCE

Unlike other "performance improvement" initiatives, which focus primarily on how the public sector can adjust its procedures and processes to enhance its performance, this Commission concentrated, instead, on delivering improved products. The rationale for this approach was twofold:

- an improved customer service is better than an enhanced administrative procedure that may or may not lead to an improved customer service; and,
- actually improving performance will cast light on ways in which administrative tasks and activities need to be changed to deliver a superior product elsewhere.

With this in mind, MPEC agreed to six principles to guide its actions, and then selected projects that provided the best opportunity to deliver on the identified principles. The following are some of the lessons we learned about these principles:

- **Importance**: Concentrate on fixing an identified problem, or identify a major opportunity to fix a problem and then fix it. *The key was finding substantive opportunities for change, not necessarily "problems." The Commission provided the focus and attention to keep the selected projects in priority status.*

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- **Replicability**: Pick projects that could be copied and/or implemented in other state agencies using similar techniques. *Members felt this was particularly important for the first year of the Commission's work. The DMR-DEM collaboration on the Templeton project is a good example of a replicable project model.*

In conclusion, the Commission found it was important to focus on products, not process, and to establish and stick to some clearly defined principles in selecting and executing the projects. The Commission also found that there was an important role for general and agency members to play:

- General Commission members played an active role in defining the parameters of the projects and providing strategic guidance. They also made significant contributions by providing advice on efficiency and providing links to outside organizations so that state agencies could leverage knowledge, experience, and resources from non-governmental sources.

- Agency members and their leaders invested significant effort and attention to the work of the Commission throughout the fiscal year. They plan to continue these efforts next fiscal year.

- Most importantly, general and agency Commission member kept the focus and attention on these projects so that they could reach significant milestones by June, 1998.

I.

Performance Enhancements

ON-LINE VISITOR CENTER

I. Introduction

The DEM On-line Visitor Center (OVC) will be an enhanced World Wide Web site giving DEM's customers access to information about the services provided by the Department. More than just an improved Internet and Intranet site, the On-line Visitor Center is a network-based information system linking the information needs of the Department's external customers and its internal information needs with available technology. This attractive, interactive, and informative website will be a critical tool for publicizing and promoting DEM activities, events, programs, services, and technical knowledge of resource conservation. The goal is to achieve a system that allows the Department to manage its information gathering and disseminating activities at the highest level of effectiveness. The process used to create this technology and the systems that result from it will also forge a new path for DEM to follow when communicating with its customers.

As DEM makes plans for this innovative project it has become clear that the Department needs to upgrade and maintain its information technology (IT) infrastructure at existing industry standards for technology in total, not just to meet the needs of the On-line Visitors Center (OVC) and a Campground Reservation and Registration System (CRRS). We should strive for a system that can support the myriad of future projects as innovative as OVC and CRRS. To do this DEM should find partners whose purpose is to identify, create, and maintain DEM's IT infrastructure at the existing industry standard. By obtaining the best technology services and support available, rather than just today's hardware and software, DEM can offset the cost of the partnership by linking the Department's unique assets with the needs of an appropriate technology company; an innovative way to meet our IT infrastructure needs.

II. Statement of Business Problem and Initial Conditions

An ever-present challenge the Department faces is pro-actively informing the public of the opportunities available to them and providing a resource for the public to access information on an on-going and customized basis. As mentioned above, the Department relies heavily on its field staff to answer the questions of its customers. However, this requires that the customers travel to the site during operating hours to gain access to this resource. In addition, the Department uses dozens of brochures, maps, and local signage to provide the public information. These do not meet all the public's information needs because they do not cover all facilities or programs, they cannot be quickly or easily updated, they are not easily distributed, and they do not link various programs and aspects of the Department together in ways customers often desire. The Department also incorporates a website into its current public information strategy. This more effectively links DEM activities, is easily updated, distributes information over a far-reaching

medium, and allows for some direct transactions, such as brochure requests, but it currently has many limitations.

Hindered by the lack of an effective medium for communicating internal information on a timely basis, the Department has an internal system of information gathering and reporting of limited effectiveness. Regional or central managers that need real-time information from facilities spread across the state often do not receive it in a timely manner. Information, such as visitorship, revenues, occupancy, facility and equipment inventories, and staffing levels, to name just a few, is gathered and reported in only a semi-formal process and in a less-than-uniform manner. In addition, staff who deal directly with the public, press, or localities must gather information on a site-by-site basis to answer questions. These questions have often been asked before, but the information cannot always accessed for re-use or be easily stored for future use by multiple staff.

The On-line Visitor Center, together with the Facility Based Information System (FBIS), will address the issues above by creating a medium for information management that is flexible, timely, accessible, and customized to the needs of both external and internal users.

At the outset of the OVC project, DEM did have a website up and running. However, there was no adaptation of information made specifically for the site. It was essentially only an alternative way to view information available in other formats. Furthermore, few internal staff members had access to the site. Despite these issues, the public has responded well to the site, as seen by a high rate of visitorship. The Department is continually updating its website and links are added as new information becomes available. The current website has been independently evaluated as among the best state forest and parks sites in the country. There was an average of 13,355 "hits" on the website per month during calendar 1997 with a high of 18,524 in August. These figures indicate to the Department that the enhancements made to the site through the On-line Visitor Center initiative will greatly increase the effectiveness of the Department on many levels.

III. Measures of Success

The ultimate measure of success for the OVC initiative will be the level of customer satisfaction with the system and the degree of increased effectiveness internally. In addition, six criteria have been identified which the initiative must also meet to be considered successful.

The first criterion is that the project effect an **important** part of the Department's work. Decisions made by DEM managers and DEM customers must be informed to be effective, so information gathering and disseminating, both for internal and external use, is central to the operations of DEM.

Second, the initiative must result in an **executable** program or product, not just a conceptual report by June 30, 1998. The OVC, through a pilot FBIS and early website enhancements, has already proven that it will create a tangible and useful product with continuing improvements to roll-out well beyond June 30, 1998.

Next, the project must have an **external focus** because the Department's customers, and more broadly the Commonwealth's taxpayers, must receive the benefits of the initiative because they ultimately finance the system. The OVC not only focuses on the customer, it places them at the center of the Department's information network in a way they will find useful and beneficial.

Fourth, there must be some **program enhancement** aspect of the project. In the case of the OVC, enhancements include:

- increased on-line customer service for hundreds of thousands of customers
- improved internal access to information used to meet customer needs
- improved internal access to management information for over 500 full time employees at hundreds of locations
- time savings through increased reporting efficiencies and quicker access to more accurate and timely information
- environmental savings through paper reduction

Fifth, the initiative must incorporate a **creative** solution to the business problem at hand. The OVC is not only creative in its look and feel, it also represents a new and innovative approach to internal and external user needs.

Finally, the initiative must be one that is not so specific to DEM that it cannot be **replicated** elsewhere in government. Both the internal and external aspects of the OVC are easily adaptable to a wide variety of agency missions. And, because it uses widely available technology, the "ingredients" of the initiative are easily accessible.

IV. Status of Progress to Date

The OVC has grown from a visionary concept to a tangible reality over the past year as evidenced by the following achievements to date:

- a full time webmaster has been hired by the Department to oversee the OVC on a continual basis
- a recreational activity search engine has been added to the DEM website to allow customers to customize the on-line information searches
- a new "virtual" visitor center look for the website is under design and will soon be tested and launched
- information gathering specifically for the web-based OVC has begun in earnest
- a pilot Facility Based Information System using an Internet website is already up and running and being accessed by some of the Department's busiest

facilities, their regional headquarters, and the central office. These "pilot" facilities are connecting to the Internet and the website using Internet Service Providers (ISPs).

V. Next Steps

The major next step of the OVC initiative is to completely replace DEM's current website with the OVC and to fully implement the FBIS pilot state wide. Launching the OVC is a short-term step which will be accompanied by public outreach efforts to promote its benefits. Because the OVC site will be continually updated and improved, there will be no time when the OVC can be considered "done." Through on-line surveys and other customer feed-back methods, DEM will continuously engage its on-line visitors to seek improvement to the OVC as well as other department facilities and programs. In addition, launching will take a phased approach so that current website users will not be overwhelmed by the changes to the website.

The full implementation of the FBIS will be a distinct event since for most employees there is no similar application in use. Implementation will take place after the pilot program is evaluated, a network solution for providing remote access is in place, clear procedures for data entry and retrieval are in place, and an IT Bond II investment brief is developed and accepted by EOEA/ITD to leverage funding for the FBIS. Each of these steps does not represent a complete unknown to the Department, so full implementation is less than a long term goal.

An additional next step with this initiative is to continue working with the external Departments, consultants, and advisors that have been used throughout the development process for the OVC. The Commonwealth's Executive Office for Administration and Finance, Office of the Comptroller, Information Technology Division, and Operational Services Divisions have all provided critical team members and contacts for the project. In addition, Systems Engineering, Inc., a private consultant, has helped the Department shape its overall information technology strategy and has hosted the FBIS pilot. Finally, Performance Enhancement Commission members have provided advice and guidance that greatly influenced the direction and outcome of the project. To achieve continued success, the Department must actively maintain these relationships as a continuing next step in the on-going OVC initiative process.

Finally, DEM created new internal teams with combined areas of expertise that the OVC initiative touched. Possibly the most critical next step is maintaining these teams and the atmosphere of teamwork and cooperation within the Department that lead to the innovations seen in the OVC.

VI. List of Team Members

The individuals listed below have contributed to the OVC project in immeasurable ways. Each has contributed above and beyond his or her daily duties to achieve results above the highest expectations.

Participant	Title
Jon Geer	DEM MIS Director
David Mahr	EOEA Fiscal Policy Analyst
Susan Frechette	DEM Chief of Staff
Robert Samuels	DEM Personnel Analyst
Todd Frederick	Director, DEM Forests and Parks
Dutch Leonard	Harvard JFK School of Government
Larry Williams	National Mentor, Inc
Elizabeth Reiland	The Jacobson Group, Inc
Marty Benison	OSC Deputy Comptroller
Susan Hamilton	DEM Public Information Director
Andy Jones	DEM Webmaster
Stan Burrows	EOEA Chief Information Officer
Dan Greenwood	ITD Deputy Counsel
Sarah Bourne	ITD, Internet Services Group
Joan Shea	Systems Engineering, Inc.
Art Schnure	Systems Engineering, Inc.

VII. Conclusion

When viewing the OVC initiative as a whole, it is clear that the Department has achieved something more difficult to measure, but possibly more important than anything mentioned above. For any organization to improve it must change how it does things, not just the things its does. The OVC is a prime example of this concept at work. OVC and FBIS related activities are no different than the activities the Department has engaged in throughout its history because gathering and sharing information both externally and internally has remained at the core of the Department's operations since its inception. But by taking advantage of emerging technology, reviewing the way its customers and managers demand information, and pro-actively seeking to meet those demands, the Department has forged a new way of doing business. It is hoped that this innovative approach, in the true spirit of performance enhancement, will permeate the Department and increase its effectiveness in a wide variety of aspects and programs.

CAMPGROUND ACCESS AND MANAGEMENT PROGRAM (CAMP)

I. Introduction

The Department of Environmental Management (DEM) provides over 3,264 public campsites in 29 camping areas across the state. 913,943 campers visited these campgrounds and generated $1,847,853.92 in revenue for the Commonwealth in fiscal year 1997. In 1993 DEM installed a stand alone computerized application called CAMPING II at 11 of its more popular campgrounds in an effort to provide better service to the camping customer by allowing, for the first time, campers to reserve campsites instead of waiting for them on a first-come/first-served basis. The CAMPING II application provides the campers the ability to call any one of the 11 equipped campgrounds six months in advance to make a reservation for a specific campsite and a specified period. These 11 campgrounds have 1,893 (58%) of the total 3,264 campsites available through the Department. Of these 1,893 campsites, 60% can be reserved; the other 40% are available on a first-come/first-served basis.

The CAMPING II system was a successful pilot reservation project. The customer response has been very positive and DEM wants to accept reservations at its other campgrounds. The Department has initiated a project to build on this experience and expand and enhance its campground reservation system. Upgrading the reservation system was identified as a high priority for DEM Senior Staff in the recently developed DEM Strategic Information Technology (IT) Plan. An internal planning group has been established to assess customer needs and Department capabilities and to make recommendations on a future system. DEM has chosen to pursue an outside vendor to host the reservation system for DEM and institute a reservation service charge for making a reservation to finance the system. The Department will solicit proposals from vendors through the Commonwealth's Request for Response (RFR) process. The RFR will be the vehicle for determining the exact nature of the system components and services. This workplan describes the steps we will undertake and some of the assumptions about the system and program we intend to implement. The RFR process and discussions with the chosen vendor will define the final product.

The involvement of the Performance Enhancement Commission will provide an important external perspective and add resources to the project. This project will also be enhanced through its link with the On-line Visitors Center (OVC).

II. Statement of Business Problem and Initial Conditions

The existing *CAMPING II* software system and its deployment by DEM limits the services and scope of what the Department can offer the camping customer. Each reservation made by a camper must be made by calling a specific campground. The camper must make additional phone calls if they wish to make reservations in other campgrounds across the state. DEM seeks to improve, streamline and expand the current method of making reservations by providing the camper the ability to call a single phone number to make either single or multiple camping reservations or make a reservation through the Internet for all Department campgrounds for the 1999 camping season.

Also, *CAMPING II* is a DOS based application that is not year 2000 compliant. It needs to be replaced by a technically superior Windows application that will provide additional functionality for DEM business needs and for the camping community.

With the existing Camping II reservation program, (1) DEM does not accept credit card payments for camping fees and reservations, (2) the phone systems at the 11 campgrounds are insufficient to handle the volume of calls made during the reservation "window" and DEM campground staff are not always available to take the customer's calls, and (3) only reservation customer information is collected and the reporting features of the system do not meet the Department's requirements.

All these current issues need to be addressed by a new Campground Access and Management Program for Massachusetts (CAMP). It has been determined that the required business modifications to the existing *CAMPING II* application were so extensive that a replacement application was needed. The new system must provide a high level of service to our customers and effective reservation management and reporting capabilities to the Department.

III. Measures of Success

The ultimate measures of success for the CAMP project are the level of customer satisfaction with the system and the benefits provided to DEM through improved information reporting and management. In addition, six criteria have been identified which the initiative must also meet to be considered successful: importance, execution, external focus, program enhancement, creativity, and replicability.

First, this is an **important** initiative for DEM and its camping customers. Nearly one million people camp at DEM campgrounds each year. DEM spends

considerable resources in supporting this popular recreational activity and generates nearly $2 million in revenue from camping fees.

Second, this project will result in a **executable** program or product, that being a statewide campground reservation and registration system that will be used by the camping community, comprised of both citizens and visitors to Massachusetts.

Third, this project has an **external focus** in that it represents an enhancement of DEM's current reservation system aimed directly at improving customer service for the camping public.

Fourth, DEM's camping program will be significantly **enhanced** through this project. All campgrounds in the system will be included, rather than only a few. It will provide convenient access to the system through a 1-800 number and the Internet and allow campers to make informed decisions based on information about many, not just one campground. It is expected that visitorship will rise, thus increasing revenue from camping. Lastly, it will reduce staff time currently dedicated to reservation activities and provide direct benefit to the Department itself by improving the quality of information on the camping program.

Fifth, DEM has chosen a **creative** approach to this project by outsourcing to a vendor the central reservation function, provision of campground reservation software, support of the system, and provision of equipment, etc. to campgrounds. DEM is looking to take advantage of an existing service provided by the vendor community rather than recreating or duplicating this service.

Sixth, this approach can be **replicated** by other agencies in government who are looking to enhance customer service by using new technology and a private sector partner.

DEM will measure the success of the system using external customer and internal user surveys as the primary means of assessment. To support the surveys, external and internal focus groups will be gathered to provide additional feedback on the system.

Finally, because this system is very new to the Department, few benchmark measures exist for comparison, so during the first season of operation DEM will also take regular performance measurements of the system to use as comparisons for future seasons. Where they exist, DEM will measure the new system against the results measures gathered under the *Camping II* system.

It should be noted that while the above measures will give the Department an accurate assessment of the return-on-investment gains achieved by the system, DEM will keep the value of the system to the customer, in terms of the service fee

charged to the customer, in mind as the critical measure of success. A system that is not the best value to the customer is not the best value to the Commonwealth.

IV. Status of Progress to Date

A Planning Group of DEM staff was assembled to work on the replacement of *CAMPING II* with CAMP. Based on the Planning Group's findings, the Department determined that the new system must be able to provide the following major functions/features:

- Make campsite reservations using a single 1-800 phone number, the Internet, or visits to campgrounds.
- Accept different methods of payment, including credit cards.
- Collect appropriate customer information, for reserved and non-reserved sites.
- Pass on a non-refundable reservation service charge to the camper.
- Provide standard reports for various DEM ad hoc queries, business statistics and financial reporting.
- Provide a communications process between a centrally located reservation center and the remote campgrounds so information can be transferred from the centrally located reservation center to the remote campgrounds and vice versa.
- The vendor may supply hardware, software, and network communications equipment at the central office and remote campgrounds.

The work of the Planning Group and management review has also lead DEM to the following assumptions, direction, and actions with regard to a future campground access and management program.

- DEM should plan for implementation of the new reservation system for the 1999 camping season since reservations are already being accepted through the *CAMPING II* system for the 1998 season.
- A centralized reservation center for state campground reservations and a well developed and tested Windows campground reservation and registration software application are required to provide the desired level of customer service and management oversight by DEM.
- DEM is looking to outsource both the central reservation center and provision of the campground reservation software to a vendor. An in-house campground reservation center would not be cost effective and DEM should not look to recreate and host a service that is effectively and economically provided by outside vendors. Outsourcing also creates the best opportunity for customers to pay for reservations with credit cards.
- DEM does not currently have the necessary hardware, software, and high speed network capabilities at its campgrounds to link with a central reservation center. We are assuming that the vendor will supply the equipment and network

connections versus DEM providing the above. If this assumption is proven wrong, DEM will need a source of funding for equipment and network connections.

- A reservation service charge (per reservation) is an appropriate means to finance the statewide system. This method of charging a convenience fee for a reservation is used by other states and the federal government to provide high quality service to the camping public and pass the cost of the service on to those who are directly using it.
- Legislative authorization is required for DEM to retain convenience fee revenue and compensate the reservation service vendor.

The Department has pursued a Request for Response (RFR) to the vendor community. The RFR process (development of the RFR and vendor response) has determined many of the system requirements DEM established an interagency Procurement Management Team (PMT) to guide the RFR development, evaluate vendor responses, and to assist in implementation of the new system.

The RFR was posted on the Commonwealth's COMM-PASS system on April 6 with a submission deadline of June 1 for vendor responses. In addition, a vendor conference was held on April 17 to discuss the RFR and was well attended by prospective vendors.DEM received a number of responses from vendors. The PMT evaluated them and has selected a vendor. A toll free number has also been established (1-877-ICAMPMA) that will connect customers to the reservation call center.

V. Next Steps

The next steps for this project are:

- Negotiate and establish a contract with a vendor by 7/29/98.
- Develop, tailor, and implement the first phase of the system with the vendor by 10/25/98.
- Inform customers of the new system starting in July '98.
- Design and test *CAMPING II* conversion by 9/1/98.
- Deliver, install, and test equipment/software at six first phase campground facilities by 10/25/98.
- Train all first phase staff in the system by 11/09/98.
- Accept reservations for the 1999 camping season at the call center and via the Internet by 11/23/98.
- Deliver, install, and test equipment/software at the remaining campground facilities (second phase) by 3/1/99.
- Train all second phase staff in the system by 4/1/99.
- Implement the full system statewide by 4/1/99.

VI. List of Team Members

The individuals listed below have contributed to the OVC project in immeasurable ways. Each has contributed above and beyond his or her daily duties to achieve results above the highest expectations.

Participant	Title
Jon Geer*	DEM MIS Director
Amy Arlington	Salisbury Beach State Reservation
Rebecca Barnes	Tolland State Forest
Bob Carr	Tolland State Forest
Howie Fife	Wells State Park
Bob Kabat	DAR State Forest
Fran Matrango	Nickerson State Park
Steve Nicole	Nickerson State Park
David Stewart	Regional MIS Coordinator, Carlisle Office
Susan Frechette	DEM Chief of Staff
David Mahr*	EOEA Fiscal Policy Analyst
Todd Frederick	Director, DEM Forests and Parks
Claire D'Angelo	DEM Fiscal Administrative Assistant
Robert Samuels	DEM Personnel Analyst
Mike Ridge*	DEM Senior Business Analyst & Planning Group Leader
Susan Hamilton	DEM Public Information Director
Harold Fisher*	OSD Legal Counsel
Ken Foley*	DEM Forests and Parks Operations
Gary Briere*	DEM Chief of Recreation
Kathie Still*	OSC Director of General Accounting
Dutch Leonard	Professor, Harvard JFK School of Government
Martin Benison	OSC Deputy Comptroller
Elaine Socha*	ITD Senior Consultant
Stan Burrows	EOEA Chief Information Officer

* These individuals comprise the Procurement Management Team (PMT)

VII. Conclusion

The Campground Access and Management Program will enhance and expand the campground reservation system for Massachusetts state campgrounds and provide important campground program information to agency managers. This will be accomplished by outsourcing the reservation program to a private contractor and financing this service through a reservation service (convenience) charge to the customer.

By selecting this project, the Performance Enhancement Commission has helped DEM bring focus to this program and has moved it from concept to implementation.

TEMPLETON COLLABORATIVE LAND MANAGEMENT "Conservation Through Collaboration"

I. Introduction

Each year approximately 20,000 acres of land in the Commonwealth are lost to development. Land conservation is therefore an important long range goal for protection of the Commonwealth's natural resources. This project is unique because it proposes to achieve conservation of the Commonwealth's natural resources through interagency collaboration rather than land acquisition by appropriation.

The goal of this project is to maximize the utilization of approximately 2,600 acres of land that make up the Templeton Development Center (TDC) and provide increased value of this asset to the citizens of the Commonwealth. It is a collaborative effort between the Departments of Mental Retardation (DMR) and Environmental Management (DEM) that is consistent with the mission of each agency.

The Templeton property consists of 2,600 acres made up of primarily undeveloped forest lands. Areas of agricultural use are integrated with a mostly forested landscape including ponds, brooks and rivers. Joint management of some of the property on the TDC campus will allow DEM to expand the abutting properties under their control without appropriation. This project will link and expand existing resources for conservation and passive recreational opportunities for the public.

DMR Background

Templeton Development Center is a residential facility operated by the DMR. It is currently home to 174 men and women with mental retardation. Of those individuals, approximately 50% are additionally challenged by mental illness. Some of these individuals also engage in dangerous behaviors. The median age of the people living at TDC is 56 with ages ranging from the early 30s to the mid 90s.

The Templeton facility contains eight residential buildings, a program building and an administration building as well as numerous other buildings related to the operation of a working farm and dairy operation on the campus. Templeton now utilizes approximately 500-600 of its 2600 acres to support its various programs (haying, tillage, wood harvesting and saw mill, orchards, and pasture).

A number of people who live at TDC work inthe various programs operated at TDC. The dairy alone is a 2 shift, 7 day a week operation and employs 25 people who live at the facility. The milking herd numbers 65 cows in a modern barn and attached dairy. Dairy production is currently approximately 3500 pounds per day and is utilized by TDC and marketed to Fernald Development Center in Waltham and Garelick Farms

co-op with proceeds going to the general fund of the Commonwealth. In addition to the dairy operation TDC operates an apple orchard, a vegetable garden and a small saw mill.

The Templeton Development Center is approved by Medicaid under Title XIX of the Social Security Act and consequently the Commonwealth receives 50% reimbursement for Medicaid eligible expenditures from the federal government. It has an active treatment rating of 100%. The annual operating budget for the facility is approximately 13 million dollars (50% of this amount is reimbursable, as facility costs are eligible Medicaid expenditures) and it has 375 FTE positions.

DEM Background

DEM is the largest landholder in Massachusetts, managing over 280,000 acres or five percent of the state, and it helps maintain three million more acres of public and private forests. The Department aims to provide the highest quality recreation experience for the greatest number of visitors while conserving and stewarding the Commonwealth's natural resources for the future. DEM's land holdings include hundreds of miles of trail resources for a range of recreational uses. DEM also assists landowners in the management and protection of their forest resources through private forest land planning, forestry training, grants, and a cost-sharing program.

DEM currently owns and/or manages approximately 17,000 acres in close proximity or contiguous to TDC at the Birch Hill Wildlife Management Area, Otter River State Forest and Lake Dennison Recreation Area.

II. Statement of the Business Problem and Initial Conditions

DMR and DEM share a contiguous border of land in the Templeton area that each agency manages. The intent of this project is to have both agencies agree to jointly manage under-utilized land at TDC in order to increase its value to the citizens of the Commonwealth by allowing utilization of the land by citizens for passive recreational activities. The Templeton Collaborative Land Management project will also allow for a significant expansion of acreage dedicated to conservation and preservation of wild life habitat. The contiguous expansion of the existing conservation and wildlife management areas will create a larger wildlife management corridor.

This objective will be fulfilled by developing a network of publicly accessible passive recreational trails on the Templeton property that will inter-connect with existing trails in the Otter River State Forest. Where possible, work will be performed jointly by employees of DEM, DMR, and residents of Templeton.

In this unique collaboration opportunity, DEM and DMR will:

- Jointly develop a forward looking collaborative land management plan for the 2600 acre campus of TDC that allows for participation by stakeholders and citizens.

- Implement a model for interagency collaboration based on asset management by more appropriately aligning agency expertise with the asset to be managed.

DMR Objectives

- To continue to operate and improve the program offered at TDC while making the most effective use of the natural resources the property offers.

- To ensure that the people who live at Templeton have their rights to privacy and peaceful enjoyment of their residence protected.

- To present a case for administrative and management controls that would allow the farm and dairy to operate more efficiently and increase revenue.

- To provide employment opportunities for persons with disabilities through this collaborative project in the area of trail maintenance and supervision.

DEM Objectives

- To provide for the general care and oversight of the property's natural resources.

- To carry out measures required for the protection, conservation, control and use and development of the property.

- To provide public access to the property for the purpose of passive recreational activities consistent with the objectives above and the interests of DMR and the programs operated at TDC.

- To enhance public access to the Commonwealth's open space natural resources.

- To manage the property in a manner consistent with the Forest Management Plan executed between DEM and DMR.

- To expand on the initially constructed trail in accordance with current DEM management standards by providing supervision and training to DMR residents, supervisors and work crews.

III. Measures of Success

Success is measured using the following six criteria: importance; execution; external focus; program enhancement; creativity; and replicability.

- The **importance** of the Templeton Land Management Project is its ability to increase access and utilization of the land for passive recreation and conservation at little or no additional cost to the Commonwealth.

- **Execution** of this project is well under way with the completion of its first trail. In addition, the completion of the Forest Management Plan and related forestry studies formulates the ground work to complete the construction of the remainder of the trail.

- In terms of an **external focus**, the project will open up 2,000 acres of land for use by stakeholders and the general public.

- Through the project, DMR and DEM are able to **enhance their programs** by providing more opportunities for land use, without appropriation.

- The Templeton Land Management Project demonstrates that when state agencies work **creatively** and cooperatively, they can increase the value of the Commonwealth's assets.

- Lastly, the project has provided a **replicable** model for land conservation and management through interagency collaboration. The key steps have been identified and include: (1) time for agency heads to explore options and to commit to projects; (2) designate project drivers with sufficient stature within the respective agency to cut through agency bureaucracies; (3) time for agency project drivers to get to know each other and respective work styles; (4) development of a clear set of program objectives and timelines and dissemination of project goals and timelines to key managers throughout the agencies; and (5) joint belief and commitment in the project.

IV. Status of Progress to Date

To date, the first trail, which is approximately 1 mile in length, has been completed and is open for public access. This area includes small parking and picnic areas. An inter-agency agreement has been executed. The property has been mapped out and DEM foresters have identified the composition and status of all the existing vegetative stands. Both DMR and DEM have met with representatives, families and friends of residents of the TDC to acquaint them with the project and address their concerns. In addition, DMR has received legislative support for its proposal to retain revenues for farm and dairy operations to further support those operations.

V. Next Steps

- Continue to expand the initially completed trail by connecting it with the existing logging path.
- Initiate an effort to market the property to the appropriate officials, user groups and public-at-large. Present the project to local officials.
- Resolve an underlining boundary dispute with the private sector abutter.
- Plan and map out possible future trail development at TDC. Begin construction of the next section of the trail system. Integrate TDC residents into the trail construction process.
- Explore the possibilities of replicating the "conservation through collaboration" process with other state agencies.
- Replicate project on contiguous lands of DMR and DEM in Taunton.

VI. List of Team Members

The individuals listed below have contributed to the OVC project in immeasurable ways. Each has contributed above and beyond his or her daily duties to achieve results above the highest expectations.

Participant	Title
Paul Antonellis	DMR Director of Consolidation
Patricia Lyons	DMR Facility Director, TDC
David Nowers	DMR Director of Core Services, TDC
Rick French	DMR Assistant Director of Farm & Grounds
Ron Washburn	DEM Legal Counsel
Ollie Peirce	DEM Assistant to the Director of Forests and Parks
Carroll Holmes	DEM Region 4 Director
Rod Whipple	DEM Region 4 Director
Peter Brandenburg	DEM Trails Coordinator
Joe Iagallo	DEM Supervisor, Otter River State Forest
Stephen Blinn	DEM Construction Coordinator
Ray Faucher	DEM Supervisor, Great Brook Farm State Park
Andy Backman	DEM Goals Planner
Chuck Pernaa	DEM Management Forester
Christine McLaughlin	Supervisor of Service Coordinators
Elizabeth Reiland	Principal, The Jacobson Group, Inc.
Jane Wheeler	Principal Environmental Scientist, Camp Dresser & McKee

VII. Conclusion

Return on investment for this project is measured by the fact that a significant amount of currently under-utilized Commonwealth property is going to be made open and available to the public. This project has provided a model for the Commonwealth to allow more efficient management of some of its assets by more effectively aligning the expertise of the participating agencies resulting in increased value to citizens of the Commonwealth with respect to conservation and increased recreational opportunities at little or no cost.

EMPLOYMENT SUPPORTS/PUBLIC SERVICE ANNOUNCEMENTS

I. Introduction

The mission statement for the Department of Mental Retardation is to create opportunities for individuals with mental retardation to participate fully and meaningfully in, and contribute to their communities as valued members. This has been difficult as many citizens of the Commonwealth perceive individuals with mental retardation as unable to contribute since they are "special" or different. Public service announcements are a major vehicle for assisting us in delivering the message that people with mental retardation are exactly like all of us and want the same things--a job, relationships, community acceptance, and a home.

II. Statement of the Business Problem and Initial Conditions

The following is a brief overview of the problem as it relates to employment. Individuals with mental retardation have historically been one of the most under employed groups throughout the United States. Being perceived as individuals unable to contribute in a meaningful way to society as employees, they traditionally have been placed in sheltered workshops, facilities that provide supervised pre-work opportunities, and work activity centers in which they perform work tasks on a piece rate basis with little or no benefits.

In the early 1980s, a number of pilot projects both in state and nationally were implemented and instituted to demonstrate that individuals with even the most severe disabilities could be gainfully employed in businesses within their local communities. The transformation from sheltered work environments to individually based jobs became a major focus of vocational rehabilitation efforts nationwide.

The Department of Mental Retardation currently contracts with provider agencies to help individuals find jobs and support them in the workplace. Although this has worked well for some individuals, there are still nearly 1,800 people who continue to be served in separate work environments through DMR employment contracts. Individuals, graduating from high school with disabilities, often times find themselves with limited to non-existent job prospects that results in referrals to sheltered workshops. This occurs even though many of these students have previously been in integrated, inclusive classrooms during their school years. This trend continues despite the strong Massachusetts economy.

One of the major barriers to employment for individuals with mental retardation has been the continued perception by businesses (a mirror of society's perceptions) that individuals with disabilities are neither capable of being

productive workers nor an asset to the business community. This myth has been continually challenged by success stories. Another major barrier has been the limited connection between the Department and its provider community to the business world. There is a need to promote the abilities of individuals with mental retardation to potential employers, as well as develop a mechanism where individuals will be able to obtain employment expeditiously. It is our hope that the public service announcements will both assist in addressing this issue as well promote the potential of our consumers.

III. Measures Of Success

The measure of success for the Public Service Announcement/Employment initiative is related to the number of employment opportunities provided for individuals with mental retardation. There are 1800 individuals in sheltered workshops, who could potentially enter the workforce in fiscal year 1999. There are an additional 450 high school graduates leaving special education, who may also be seeking to enter the workforce. This initiative will result in improved public awareness of the abilities and contributions of people with mental retardation. Hopefully this will lead to increased opportunities for employment. In addition, six criteria have been identified which the initiative must also meet to be considered successful: importance; execution; external focus; program enhancement; creativity; and replicability.

First, this is an **important** initiative for the Department of Mental Retardation and the workforce of the Commonwealth of Massachusetts. The unemployment rate in Massachusetts is at an all time low (2.9%). We believe that many of the individuals in our sheltered workshops and our students leaving school have the potential to join the workforce. The initiatives around mentorship and public service announcements will market the abilities of people with mental retardation to employers statewide.

Second, this initiative will result in an **executable** system in which dollars will be used to support individuals with mental retardation in competitive employment by providing fiscal incentives directly to employers to offer training, supports, and mentoring on site. This will represent a change from our current practice.

Third, this project has an **external focus** which targets employers and communities in the Commonwealth to begin to break down the walls of misconception and lack of awareness about peoples' capabilities. Only then will people with mental retardation be embraced as contributing members of the workforce.

Fourth, it will result in **program enhancement** through improved work opportunities for our consumers. This in turn should lead to increased overall quality of life for the people we serve. As more people enter the world of work

from the current sheltered workshops we will be able to shift resources to follow the individuals into the workplace.

Fifth, the approach in this initiative is **creative.** There has been an extensive and public process used. Collaboration has taken place between state agencies including the Department of Public Health, Department of Mental Health, Department of Education, Massachusetts Rehabilitation Commission, and Massachusetts Developmental Disabilities Council. Every network and cable television station in the Commonwealth has been contacted. Many have donated free television time. We have contacted over 300 corporations seeking their support of the PSA efforts. This has resulted in major name recognition for the Department of Mental Retardation; it has underscored the importance of corporate support for the success of individuals with mental retardation on the job as well as providing corporations new possibilities to fill vacancies.

Finally, this approach can be **replicated** by all health and human service agencies as we work in partnership to promote the abilities of people with disabilities. Also, the Department of Mental Retardation is planning a similar initiative with the Massachusetts Special Olympics Unified Sports Program during FY'99 as another large, statewide multi-media campaign.

IV. Status of Progress to Date

The project has produced four 15 second public service announcements that will focus on the abilities of people with mental retardation. The announcements will demonstrate that people with mental retardation enjoy the same things as everyone else in society, including relationships, home, great food, and the arts. The Committee has purchased the rights for four excellent public service announcements that have been used by Hope House in Virginia. With the assistance of Greater Media Cable in Worcester these ads have been modified for use by the Massachusetts Department of Mental Retardation. There also will be three new PSAs developed that will focus on people with mental retardation making significant contributions to the workforce. The public service announcements will be aired beginning in October, 1998 which coincides with National Employment Month. The committee decided to launch the campaign in the fall since the summer is an extremely slow time for television viewing and the timing would strengthen the overall planning around National Employment Month.

The advertising agency of Wickersham Hunt Schwantner has committed to provide creative development for the production of the three 15 second public service announcements and consultation to the DMR on using peripheral events and news opportunities to complement the public service announcements, all on a pro bono basis.

Mt. Wachusett Community College, under the leadership of Tony Cherubine, has agreed to provide pro bono production of our public service announcements. They have one of the largest production studios in the Massachusetts state college system and have done numerous public service announcements using the latest technology. Major network and television stations have been contacted. We are working out arrangements to donate/purchase broadcast time.

DMR staff are working collaboratively with the *Small Business Employment Project*, conducted by the Governor's Commission on Employment of People With Disabilities, which is developing a web site for employers to address some of the common questions and concerns that have been voiced about hiring people with disabilities. The site will include information and resources including the role of different state agencies like DMR in assisting individuals with mental retardation to become successfully employed. Different marketing approaches are being explored to inform businesses about this web site and to promote the abilities and employability of individuals with disabilities.

The employment group has developed a proposal for implementing a pilot of the mentorship initiative. The group will utilize the concept of mentoring rather than apprenticeship since there is a well-established apprenticeship program administered by the Department of Labor and Industries that involves very specific standards and requirements. Co-worker subsidies, employer incentives and tax credits will be offered to offset the additional time and cost on the part of the employer to provide the on-the-job training and support the individual may need to become skilled in that particular job. It is proposed that the current funding mechanism will tap the family support system because of its flexibility. Note that as the Department explores the use of electronic commerce to deliver family supports, new funding mechanisms for employment may also emerge. Different approaches for uses of co-worker subsidies and other employer incentives, such as stipends and wage subsidies will be tried and assessed throughout the pilot. Information gained from this pilot will help refine and develop ways to work with businesses to promote training and job opportunities for individuals with mental retardation that capitalize on using natural training and workplace supports.

V. Next Steps

The FY'99 plan for employment options will include exploring and piloting the following five strategies:

- Co-Worker Subsidies: A co-worker may be paid their hourly salary for the additional time spent training the individual with disabilities.

- Direct Funding to Employers: A subsidy will be considered for the employer to offset the full expense of wages to compensate for the additional time to

provide training to an individual on the job, beyond what would be considered typical for most new employees.

- DMR will encourage the employment of individuals by focusing grant money on ideas that help students become gainfully employed prior to graduation. Funding will be given to those school systems which gear their curriculum to community based career exploration and person centered planning techniques which help parents/guardians to become actively involved in job searches and support.

- DMR will work on a similar initiative with the Massachusetts Special Olympics Unified Sports Program during FY99.

- Consumer Directed Bid Process: We will expand the use of the consumer directed request for proposal option which will provide a method to pay a provider a flat fee for helping to facilitate the services the individual needs to enter employment. This might be working with the family/individual to facilitate transportation to and from the job, assisting the employer with completing tax credit information, or helping the employer to make any necessary adaptations to accommodate the individual on the job. The focus will not be on traditional services, but support to the family and employer, with the employer assuming the training and support for the individual.

- Formal linkages have been established with the Department of Education and a DMR transition project being implemented by the Institute for Community Inclusion, a university affiliated program at Children's Hospital and the University of Massachusetts/Boston. This project, entitled *Preparing All Youth for Adult Life*, will be working collaboratively with the state School-to-Work initiative in five school districts: Brockton, Malden, Framingham, Worcester and Chicopee. Through this project the school systems will be provided with training and consultation to develop their School-to-Work programs to include all students, particularly students with severe disabilities, to develop exemplary transition practices, offer student leadership training, and provide a variety of student specific services to identified students.

- Potential legislative need: We will explore using the proposed expendable trust mechanism to receive and expend donated resources.

The next steps for the PSA initiative are:

- Completion of three additional public service announcements under the creative direction of Wickersham Hunt Schwantner.

- The Department of Mental Retardation will plan in collaboration with the Massachusetts Rehabilitation Commission and the Massachusetts

Developmental Disabilities Council a kick-off series of events in October (National Employment Month) to recognize Massachusetts companies that employ individuals with disabilities.

- The airing of all seven public service announcements on major networks and cable television will begin in late fall.

VI. List of Team Members

The individuals listed below have contributed to the OVC project in immeasurable ways. Each has contributed above and beyond his or her daily duties to achieve results above the highest expectations.

Participant	Title
James Robinson	President, The Gideon Group, Inc.
Elizabeth Reiland	Principal, The Jacobson Group, Inc.
Allan Cohen	Tax Practice Director, Arthur Andersen, LLP
Peter Webber	Commissioner of Department of Environmental Management
Mary Ann Brennan	DMR Chief of Staff
Margaret VanGelder	DMR Director of Employment Supports/Central Office
Sandra Hobbs	DMR Director of Employment Supports/Central Region
Lisa Lawrence	DMR Case Worker/Metro Region
Julie Dee	DMR Case Worker/Munson Developmental Center
Donna Boucher	DMR QMRP1/Central Region
Diane Enochs	DMR Regional Director/Central Region
Gerry Ryan	DMR Director of Communications
Karen Ryan	DMR Staff
Mark Ostrowsky	DMR Director of Day and Employment Services/Metro Region
Maureen Kirk	DMR Regional Systems Manager/Western Region
Doug MacPherson	DMR Staff
Vicki Banas	DMR Program Manager II, Munson Development Center
Ed Rodd	DMR Staff
Tricia Luce	F. O. C
Leo Sarkissian	Director of ArcMass
Eileen Perrson	DMR Staff

VII. Conclusion

The PSA initiative has provided DMR the opportunity to realize the importance of marketing the skills and gifts of individuals we support. We have researched barriers to employment and contacted over 300 corporations to elicit support in hiring individuals with mental retardation. The PSAs will be launched in October during National Employee Month and DMR will embark on a multi-media marketing plan.

FAMILY SUPPORT INITIATIVE

I. Introduction

Over the course of the last few years the DMR has changed its support to families caring for a family member with a disability from traditional respite, to a broad array of family supports. This shift in services parallels a shift nationally from the notion that government knows what will best assist families in caring for their disabled family member to the belief that families know best what they need. This change has been aided by the development of Family Support Guidelines to assist families in knowing what kinds of supports they might access and choose.

Family support is neither a traditional service like 24 hour residential service, nor necessarily a hard service such as respite, which previously had been the Department of Mental Retardation's primary service to families. It is neither slot-based, i.e. program based, nor governed extensively by providers. In fact, family support is not a service per se, but rather it is a way of thinking about and providing assistance to families in a manner that is unique to their needs. Typically, families identify what supports will allow them to best meet the needs of their family member and continue to care for the individual in his/her home setting; family support is not necessarily focused solely on the needs of the identified DMR consumer. Unlike other DMR services, family support is family centered and frequently the actual activities are family directed or family governed. Ultimately, family support activities are individually designed by the family to best meet their self-identified needs.

The move away from facility-based respite (bricks and mortar) to a family support model, in which respite may be just one of many supports provided, has required shifts in both the attitudes of the Department's staff as well as the provider community. The one group that has had no difficulty with this initial shift, has been families themselves. Families do not pick supports from an array of existing, predetermined activities, rather they custom-design a support package that is uniquely designed to best meet their needs. Thus, one-size fits all is contrary to the concept of family support. Families access supports either through a DMR provider who provides the services the family needs or the family receives a stipend through a provider which allows the family to purchase those supports which best meet their needs from the community at large; the stipend may be used for the following types of supports including but not limited to respite (families hire own worker), behavioral consultation, a YMCA membership, home adaptations, vehicle conversion, sibling support, etc. There is great variability in the amount of the family support allocations provided to families on an annual basis. The average allocation falls in the range of $2000-$3000, although allocations may be as small as $300 and as high as $40,000.

The initial change in our service system was implemented through new family support performance based contracts and the Department's Family Support Guidelines. Although these changes have provided flexibility, they neither have allowed families as much consumer choice as we would like nor have they made it easy for families to use their purchasing power in the generic community without going through the DMR provider as an intermediary.

II. Statement of the Business Problem and Initial Conditions

We are now ready for the second major paradigm shift in which we truly give families the freedom and control over the resources we allocate. DMR's mission statement reflects the value of consumer choice and control, but we have not fully embraced this concept either conceptually or programmatically. The goal of the Family Support Initiative is to further increase the power and control families have over the resources the Department allocates on their behalf, using new forms of technology as a tool, i.e. Electronic Benefit Transfer Cards or Smart Cards. Simply, stated, our goal is to 'put money/purchasing power into families' hands' so that they can purchase services and goods in the provider community, the community at large, as well as to gain access to cash. The change in the delivery system is likely to trigger a change in the market place as well.

Currently, the Department of Transitional Assistance is using EBT technology to deliver the monthly grant to the Aid to Families with Dependent Children population (AFDC) as well as food stamps. There is much that we can learn from Department of Transitional Assistance about both the use of the technology as well as issues around design and implementation.
However, there is a substantive difference between the goals of the AFDC program and the goals of the Department of Mental Retardation. It is critical to note that currently there is no state or county in the country which is using EBT technology to deliver family supports to the disabled population. There are no "best practice" examples with this population using this delivery system. Since we are charting new ground, it is critical that we carefully examine the potential obstacles in the use of EBT technology.

Consequently, we will need to involve the stakeholders in this process including families, the providers, employees of the Department of Mental Retardation, and the state and federal government. Consultation from the Department of Medical Assistance as well as the Health Care Financing Administration may also be helpful around the Home and Community Based Waiver issues, so that we do not jeopardize this revenue stream.

This project has both an external focus as well as an internal focus. In order to give families real power and control over resources using EBT cards, we will need to address some very complex questions. Threshold issues include 1) stakeholder participation and willingness, particularly from families, 2) examination of

potential federal waiver revenue and billing issues, 3) cultural changes within the Department of Mental Retardation and in the provider community, and 4) examination of tax and labor law issues. The key overriding questions to be answered are: Is the use of EBT technology desirable and is it feasible? If there is no stakeholder buy-in or we lose federal revenue then it would be unwise to proceed. Likewise if the use of the card subjects families to new unintended tax or labor law consequences we will need to think it through.

Other issues to be explored include 5) pros and cons of a benefit versus income supplement program, 6) the implication of a market-based delivery system, where a limited market currently exists outside of the DMR community, 7) cost-benefit analysis, 8) the use of non-Medicaid providers like banks to manage state funds, 9) the identification of new resources to support a demonstration, 10) size, scope, and dollar value of supports, 11) monitoring and auditing issues around expenditures, 12) a family centered planning process using brokers to insure the use of the flexibility offered, 13) quality management concerns, 14) safety net issues 15) contracting issues, 16) role of professional judgment.

III. Measures of Success

Success for this initiative is based on the following six criteria: importance; execution; external focus; program enhancement; creativity; and replicability.

First, its **importance** to both the families we support and the Department of Mental Retardation rests in the fundamental shift in power between families and the Department. We believe that if we are able to figure out how to bring technology to our service delivery system, where the dollar amounts are smaller, we will have created the framework necessary to change our entire delivery system.

Second, because DMR values consumer choice and control it is committed to the full **execution** of this initiative.

Third, the family support initiative will **focus externally** by promising to create an entirely new way of doing business for the Department, its providers, and consumers in a manner that puts decision making squarely in the hands of consumers. By definition this alters the role of the Department of Mental Retardation staff as well as the current provider community. We see the advent of the citizen choice card as a way of both creating and expanding the marketplace of service providers. It is our hope that we will both widen and deepen the marketplace by providing increased opportunities for families to purchase what they need, not what we currently have to sell.

Fourth, implementation of the citizen choice card will result in **program enhancement** through improved customer service, a broader market of service

providers, and a reduction in administrative costs over time. The use of the citizen choice card will make it possible to change the nature of the relationship between the consumer and the service provider community. More importantly, it provides an opportunity to demonstrate how empowering consumers might impact the rest of our delivery system. The initiative has the potential to alter the service delivery system not only for family supports but also the whole array of adult services.

Fifth, the citizen choice card is a highly **creative** use of technology which over time would substantially improve both our business practices with family consumers as well as improve our administrative practices. It empowers families by making them the direct decision makers for the services they desire.

Finally, if we are successful in our implementation of the family support card initiative, we will be able to **replicate** the design with the rest of our service delivery system. Its importance in this regard can not be underestimated.

IV. Status of Progress to Date

The first activity of this project was to identify the key stakeholders and develop a method for gathering input. To that end, the Department of Mental Retardation designed and mailed a survey to a randomized sample of the DMR family support caseload. In early February, DMR mailed 4,971 surveys to families around the state. Four thousand eight hundred, eight-five (4,885) were actually delivered. Twenty-five (25%) percent were returned. Although the return date for the survey was in late February, responses continued to come in through April. The willingness of families to think about the idea and respond well after the return date, clearly indicates the intense interest in the idea. Of the 25% of the responders, almost 80% of the families responded positively to the idea. This highly positive response rate demonstrates, that from the family perspective the Department of Mental Retardation should continue to pursue the idea of using electronic commerce to purchase supports through terminal access or cash transactions.

We have continued to identify the issues that directly impact the Department of Mental Retardation. Numerous meetings with the Department staff at all levels of the organization have been on-going. The shift of power from the Department and its providers to families has been the subject of ongoing discussion. All of the Department's family support resources are currently contractually obligated. Since these dollars represent the bulk of the dollars we need to place directly in the hands of families, it is critical for the Department to figure out how to change our current system. In order to have the dollars available to put into some form of electric commerce, it will be necessary to wait until the contracts are up for bid. The Department of Mental Retardation will need to design and implement an

allocation methodology for family support dollars, which is consistently applied across the state. Such a system does not currently exist.

In order to implement this system we will need to design an individual family budget based on need for specialized supports as well as the resources, both generic and natural, that are available to the family. We believe that allocations should be determined based on the level of need, the level of intensity, and the duration and frequency of the supports required by the family. We have been actively investigating how other states make allocations to families. From our research we have discovered that all states are struggling with this issue. Lastly, DMR will need to figure out what safeguards are needed to protect the interests of the Commonwealth as we transfer direct control over resources to families. Closely related to the above is the need to explore the roles and responsibilities of the Department's staff. We believe that a change in contracts will change the role of the Department as well.

The third major issue we face is the need to insure that whatever system we use, will not result in the loss of federal revenue under the Home and Community Based Waiver. Additionally, we are most concerned that we do no harm to the families ability to obtain and retain other benefits. For example, we are concerned about tax, liability, and social security benefits. To that end in late winter DMR bid a contract to secure external waiver consultation. In early Spring we contracted with Public Consulting Group to explore and answer the waiver issues for us, including an examination of our current waiver and consultation with various federal agencies. Additionally, we need assistance in constructing a rate methodology which will allow us to continue to draw down federal revenue. The meetings to answer these questions have begun.

The fourth major issue has been to research the technology options. The Office of the Comptroller has been helpful in this area. We are considering three forms of electronic commerce technology: "Smart Cards, Debit Cards, and a hybrid which uses both a clip and a magnetic stripe." We are currently examining what our needs are and interfacing them with the work of our waiver consultants. It is clear that families must be able to purchase hard and soft services with the card by either swiping the card at an end user terminal or by using special or existing terminals for case in order to make a purchase. At a minimum the cards need to hold the allocation to the family and allow the family to purchase a support or service from an existing provider or from someone who is not an existing provider but in whom the person or family has sufficient trust to pay for the support or service.

V. Next Steps

Once the above issues have been successfully resolved, it will be possible to design a feasibility study. Given the complexity of issues involved in this project we believe that we will not be ready to implement a pilot until late in FY'99 at the earliest. We have determined that our motto must be to do no harm to families. If we create tax problems, or the loss of benefits for families we have decided that the result is unacceptable. We remain hopeful that we will be able to resolve the waiver issues successfully. This is an enormously complex project which has profound implications for the entire Department of Mental Retardation delivery system.

VI. List of Team Members

The individuals listed below have contributed to the OVC project in immeasurable ways. Each has contributed above and beyond his or her daily duties to achieve results above the highest expectations.

Participant	Title
Janet George	DMR Assistant Commissioner for Policy, Planning and Children's Services
Ernie Van Deusen	DMR Director of Family Supports
Bob Trombly	DMR MIS Director
Bill Hetherington	DMR Assistant Commissioner for Administration and Finance
Mary Fratto	DMR Deputy Assistant Commissioner for Operations
Hans Toegel	DMR Deputy Assistant Commissioner for Policy and Planning
Martin Benison	OSC Deputy Comptroller
Ray McCabe	OSC Deputy Comptroller
Leo Sarkissian	ARC, MA Deputy Comptroller
Susan Nadworny	Families Organizing for Change
Christine McLaughlin	Vice President Local 509, Service Employee's International Union
Dutch Leonard	Professor, Kennedy School of Government, Harvard University
Allan Cohen	Tax Practice Director, Arthur Andersen, LLP

VII. Conclusion

The use of technology to deliver family supports takes advantage of the emerging electronic commerce market. It will benefit consumers by giving them direct choice and control over the type, quality, and quantity of the supports they receive. It may also change the market place as families are able to locate new sources of support, which better meet their needs. The use of electronic commerce has broad applicability to Department of Mental Retardation and forges the way for a new way of doing business throughout the department.

II.

Initiatives Referred by the Commission for Independent Action

INITIATIVES REFERRED FOR INDEPENDENT ACTION

Several excellent proposals submitted by DEM and DMR representatives could not be adopted by the Commission as official projects. The constraints of staff time, budget, and project timeline limited the Commission to five active initiatives. Other project ideas were highly regarded by Commission members, but were judged to be unsuitable for performance enhancement subjects because they were already under consideration in other areas of state government.

The Commission chairmen concluded that the non-selected projects would receive more time and attention under the guidance of the Commission than they would as stand-alone initiatives. These proposals were delegated to appropriate divisions of the administration. The Commission agreed to give periodic reports on the status of delegated projects to the full Commission.

The delegated projects and agencies to which they were referred are:

- Small Purchase Credit Cards (*Comptroller*)
- Paperless Payroll Project (*Comptroller*)
- C.O.R.E. Initiative (*Department of Environmental Management*)
- Health Care Support Initiative (*Executive Office for Administration and Finance*)
- Parking reimbursement for client transportation (*Human Resources Division*)
- Ready payment and EDI (*Department of Mental Retardation, Comptroller*)

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SMALL PURCHASE CREDIT CARDS

Business Problem

The Commonwealth of Massachusetts manages the majority of its purchasing and bill paying through the statewide accounting system MMARS. This approach works well for 95% of its business. However, when a department needs to purchase items traditionally procured from petty cash or requires an incidental item quickly, the traditional encumbrance/payment approach is cumbersome at best, unworkable in some cases and unreasonably costly to process. In these latter cases, the Office of the Comptroller authorized an "Advance" of funds to the department to be used with a checkbook.

Over the past 5 years, the use of MMARS "Advances" has been reduced significantly and more and more payments have been processed through MMARS; thus the need for a new approach for the remaining petty cash and timely incidental items has surfaced. We have also experienced an increase of employee reimbursements for items purchased "on the road" and "in emergencies".

Proposed Solution

The new approach proposed is a credit card to be issued to departments with each Department Head authorizing staff use for the purpose of making incidental and emergency purchases more efficient and cost effective. This credit card can be used at any business that regularly accepts credit cards, and can be used for any purpose authorized by the Department Head. This card will be blocked from use at an ATM or cash at a financial institution.

There will be a $1,000 limit per account per billing period, further emphasizing that these credit cards are restricted to small dollar items as honored by merchant. Each department will receive a bill and subsequently process payment. The Office of the Comptroller will provide central oversight of the Credit Card Program, including screening Departments for approval to use credit cards.

Current Status

The Commonwealth and Fleet Bank are in negotiations for a Commonwealth Credit Card Program. Negotiations should be complete by mid July and a pilot program implemented by Fall, 1998. It is expected that DEM, DMR and 5-10 other Departments will be included in the pilot. It is expected that the annual expenditures through this program will reach $25 million at full implementation.

PAPERLESS PAYROLL PROJECT

Business Problem

The Commonwealth currently uses a hand delivery system for payroll distribution. The checks and direct deposit advices are printed and then handled, reconciled and counted at many steps along the way. Departments must spend considerable time on weekly payroll distribution. There are 145 departments in the Commonwealth, with employees spread across the state. Electronic distribution of remittance advices would allow employees fast, secure, and accurate payroll information on demand.

Proposed Solution

Using a paperless payroll system will enable information usually found on a check stub to be available electronically to employees. This would allow employees easy and convenient access to payroll information. Two alternatives to paper distribution are a Website and an Interactive Voice Response Unit (VRU). The VRU allows employees who are not comfortable with computer technology, or do not have day to day access to the Internet, an easy alternative. Paperless Payroll will be implemented using a two part process. During the first stage payroll information will be made available electronically, through the web and the VRU, for all of the employees on the Commonwealth's primary payroll system, PMIS, who will continue to receive paper remittance advices. During the second stage of the pilot, a voluntary subset of employees in four departments will receive all of their payroll information electronically and no paper will be issued. Printouts for employees would be available from the website, by using a faxback option on the VRU or by requesting one from a payroll clerk.

Current Status

The project team is made up of the Department of Mental Retardation, Department of Environmental Management, Office of the State Treasurer, Information Technology Division, Human Resources Division and Office of the State Comptroller. Negotiations have begun with a vendor. Ongoing work by the project team includes researching direct deposit and banking concerns, application development needs, vendor capabilities, union concerns, and marketing approaches. A legislative change in the Massachusetts General Laws Ch.148, 149 has been recommended to allow electronic remittance information to replace paper remittance information. Input and feedback from pilot locations addressing employee needs and concerns will help drive the focus and design of the pilot. Statewide implementation is anticipated during Fall, 1998.

C.O.R.E. INITIATIVE

Business Problem

Resources are not focused on learning or serving customer needs.

Proposed Solution

The C.O.R.E. (Customers: Our Resource for Excellence) initiative will promote customer service in DEM operations. DEM will create a C.O.R.E. Commission within the agency to find ways to direct its services to the needs and priorities of the public. The C.O.R.E. Commission will conduct customer surveys and perform outreach with other institutions to determine where its customers are and what they want.

Current Status

DEM decided not to pursue this initiative during this fiscal year.

HEALTH CARE SUPPORT INITIATIVE

Business Problem

Dually eligible clients of DMR could benefit from more integrated, flexible service delivery than currently available if DMR and DMA worked together.

Proposed Solution

The Metro Region of the Department of Mental Retardation and the Division of Medical Assistance have submitted a proposal to the federal Health Care Finance Administration (HCFA) for a grant to develop a more flexible approach. The demonstration project combines the unique and complementary services of the Massachusetts Division of Medical Assistance (lead agency), the Department of Mental Retardation (administering agency), as well as the Program for All-inclusive Care for the Elderly (PACE), four greater Boston social service agencies providing supports to individuals from minority cultural backgrounds, Community Medical Alliance, and the Institute for Health Policy at Brandeis University.

The demonstration funds will be utilized to:

1. Replicate the PACE model of the East Boston Neighborhood Health Center for non-elderly persons with mental retardation who have Alzheimer's disease.
2. Establish a capitated, managed care model that provides integrated, well coordinated, high quality health care services to dually eligible persons with mental retardation from cultural minority backgrounds who reside in the greater Boston area.
3. Pilot a small model of capitated, managed care that will provide high quality health care and long term social supportive services to persons with mental retardation.

These goals will be accomplished with an emphasis on person-centered planning and the self-determination of persons with mental retardation and their families by integrating into this pilot the concepts learned from the Massachusetts Self-Determination Project, funded by the Robert Wood Johnson Foundation.

The pilot will utilize the entire continuum of health care services covered under Medicare and Medicaid (primary, preventative, acute, specialty, community and institutional long term care supports) and will explore the integration of state and state/federal Medicaid dollars for long term community support services. DMA and DMR will work with HCFA in those areas where waivers are deemed necessary to accomplish the demonstration goals.

The pilot will focus on communication between providers and individual self-determination in the choice of providers and control of the distribution of resources. We anticipate that this pilot will serve as a catalyst toward the development of systemic policy and statewide change in the provision of quality, cost-effective and well

coordinated health care supports. It will also delegate greater choice and more decision making to mentally retarded individuals and their families.

Current Status

Waiting for the approval of the federal waiver to begin pilot.

PARKING REIMBURSEMENT FOR CLIENT TRANSPORTATION

Business Problem

Direct care providers transport DMR clients to appointments in their own vehicles. They are reimbursed for mileage but not for parking. The current mileage reimbursement is intended to cover both fuel and parking costs, but parking costs are not proportional to mileage. Some short trips incur high parking fees and are not fully reimbursed, while other trips with no cost for parking are over compensated for fuel expenses based on the current per-mile allowance.

Proposed Solution

Revise the transportation reimbursement to separate fuel expenses and parking.

Current Status

Labor negotiators at the Human Resources Division (HRD) have approved a pilot program for the reimbursement of parking expenses incurred by direct care workers transporting clients in their own vehicles. Employees covered by the Alliance agreement will be eligible for parking reimbursements under the pilot program. The first three months of the pilot program were not heavily utilized, so HRD has agreed to extend the pilot.

DEPARTMENT OF MENTAL RETARDATION PROVIDER PAYMENT SYSTEMS

Business Problem

The current mechanisms and business procedures necessary to pay providers and bill the federal government for federal participation require a number of manual steps and result in long delays between disbursement from by the Commonwealth and reimbursement by the federal government. DMR has proposed reviewing this process in light of technological changes that have taken place in Massachusetts Management Accounting and Reporting System (MMARS) with the goal of reducing manual administrative processes and shortening the time between payment to the provider and receipt of reimbursement from the federal government thereby increasing interest earnings to the Commonwealth.

Proposed Solution

DMR would like to explore changes made to Commonwealth payment technology generally and in particular MMARS daily payment processes and Electronic Data Interchange to by pass the ready payment system and interface payments from their client tracking system to MMARS with overnight processing of daily payments and electronic fund transfer to providers.

Current Status

This initial review of the provider payment processes has led DMR to undertake a more fundamental review of their business relationship with providers. They are preparing to issue a Request for Responses to hire a consultant to help analyze and recommend changes to the entire provider business process

Appendices

A. Meeting Schedule
B. Minutes of September 26th Meeting
C. Minutes of October 14th Meeting
D. Minutes of November 14th Meeting
E. Minutes of December 12th Meeting
F. Minutes of February 13th Meeting
G. Minutes of April 10th Meeting
H. Minutes of June 19th Meeting
I. Enabling Legislation
J. Approved Budget Allocations

Massachusetts Performance Enhancement Program
Meeting Schedule 1997-1998

Friday, September 26th, 1997	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, October 24th, 1997	10:45 a.m.-12:30 p.m.	Saltonstall Building Conference Rooms A&C 17th Floor
Friday, November 14th, 1997	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, December 12th, 1997	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, February 13th, 1998	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, April 10th, 1998	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor
Friday, June 19th, 1998	10:45 a.m.-12:30 p.m.	McCormack Building Conference Room 2 21st floor

Deadline Schedule 1997-1998

INTERIM REPORT	February 16, 1998*
FINAL REPORT	June 30, 1998

* Submitted change from original date of 1/1/98

MINUTES OF THE ADVISORY BOARD MEETING
Friday, September 26, 1997
10:45
ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Martin Benison, Deputy Comptroller, OSC
Rosemarie Day, Assistant Secretary of ANF

Allan Cohen, Arthur Anderson LLP
Christine H. McLaughlin, DMR
Herman Leonard, Professor, Harvard University
Beth Reiland, Jacobson Group, Inc.
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp, Dresser, McKee

Gerald Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Julie Dee, DMR
Diane Enochs, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Janina Millet, DMR
Jack Riley, DMR
Bob Trombly, DMR

Peter Webber, Commissioner, DEM
David Mahr, Assistant to Chief of Staff, DEM
Steve Blinn, DEM
Claire D'Angelo, DEM
Ray Faucher, DEM
Todd Frederick, DEM
Robert Samuels, DEM
Ron Washburn, DEM
Gail Yeo, DEM

Secretary Baker opened the meeting. He described the purpose of the Commission as improving customer service at a reduced net cost. He briefed the group on his discussions with the Legislature mentioning that the original broad scope of Section 224 was narrowed through the legislative process and in the end focused on targeted items with a potential for broader impact. Secretary Baker recommended that Department of Mental Retardation (DMR) and Department of Environmental Management (DEM) give a brief overview of their respective agencies.

Peter Webber, Commissioner of DEM, distributed and summarized a packet of information including an overview of his organization and organizational chart. Commissioner Webber indicated his office had developed some initial proposals for discussion by the Commission. He then turned the meeting over to Mr. Ron Washburn.

Mr. Washburn discussed the idea of a Cooperative Land Management Plan between DEM & DMR with DEM taking over land management from DMR. This would allow DMR access to DEM land management expertise, make DMR open space available to the surrounding community, and reduce land management costs.

Mr. Peter Webber recognized Mr. Bob Samuel. Mr. Samuel discussed payroll streamlining. Currently DEM time and attendance reporting as well as check distribution

to and from DEM's many locations throughout the state is very labor intensive and prone to error. DEM would like to automate this activity. If the Commission proceeds with this project, implementation would need be cognizant of the Commonwealth's efforts to replace its payroll system (HRCMS project).

Mr. Ray Faucher then talked about Debit Cards. By issuing facilities debit cards, repairs could be quicker, small purchasing would be more efficient, facilities would experience less down time, and accounting could be streamlined. Debit card bills would go to a central location instead of manually processing individual receipts. He mentioned that other states including Ohio have successfully implemented similar programs.

Mr. Stephen Blinn presented an issue concerning water conservation. He discussed the problem of undetected water leaks and cited a couple of examples. An aggressive approach to identifying and repairing leaks would save water and decrease annual operating costs.

Commissioner Webber then recognized Mr. David Mahr, who discussed using the internet for services including business transactions like buying a seasons pass, hiking and camping. He felt this would reduce costs and improve customer service. The issue of accepting credit card transactions would need to be addressed.

Mr. Kilmartin thanked Commissioner Webber and asked for comments. He then turned the meeting over to Commissioner Morrissey.

Commissioner Morrissey identified ways DEM and DMR fit together. He stated that the primary customer is the public and, there is more in common than we may think is apparent. He expressed a concern that DMR's budget is very tight, timelines are also tight. With Senate Ways and Means hearings coming in the spring, he felt it was important to have tangible products from the Commission within the timelines in the statute. He briefly described handouts he distributed to the Commission.

The meeting was turned over to Mr. Hetherington to present DMR's ideas. He asked Mr. Bob Trombly to talk about direct deposit for employee paychecks. Mr. Trombly stated that DMR with a large public workforce incurred substantial cost in payroll distribution. Currently 60% of DMR employees are using direct deposit. 100% implementation would reduce administrative costs related to printing and distribution of checks as well as banking costs. He mentioned two obstacles that would need to be overcome.
1) Some banks in the Commonwealth can not handle these type of transactions.
2) We would need to identify incentives to entice recalcitrant employees to migrate to direct deposit.

Mr. Bill Hetherington then talked about debit cards for DMR. DMR believes debit cards would streamline the purchase of food and related items for group homes and at the same time improve record keeping.

Mr. Hetherington discussed a revised payment system for DMR $475 million purchase service system. 315 providers do business with DMR and 90% of the contracts are paid with the ready payments system. DMR suggests that daily disbursement features in the accounting system can replace the ready payments system, eliminating a manual process and at the same time reduce the time to bill Medicaid. PV's, the accounting system, could generate a claim instead of duplicate data entries. Accelerating Medicaid billing would result in increased interest earnings to the Commonwealth. Finally, Mr. Hetherington addressed an issue of concern to their employees. Direct Care employees do not receive reimbursement for parking when they take clients to medical appointments. DMR proposed expanding travel reimbursement to address this inequity.

Mr. Kilmartin thanked Commissioner Webber and Commissioner Morrissey and asked the general Commission members how the Commission should move from general statement and direction from Section 224, the legislative mandate, to the concrete process. He asked Mr. Allan Cohen for his thoughts.

Mr. Cohen stated that some rigor or structure should be added to the process to insure that top priorities are identified. Mr. Kilmartin asked Mr. Cohen and the other members of the Commission to address the question: To what extent the Commission should focus on a broad study versus picking concrete specific tasks and implementing them? Mr. Cohen believes a combination of both, with tangible executable ideas within a framework that has broader application.

Mr. Kilmartin then recognized Ms. Christine McLaughlin. She expressed concern that the potential negative impacts on employees will limit creativity. She also indicated her support with implementation of concrete projects not studies.
Mr. Dutch Leonard implored the group not to issue reports unless it was a written report on what had been accomplished. The Commission should work to identify important problems and fix them. The changes should be noticeable to employees and customers. He believes that it is important that we get external input from the department's customers on what is important and what needs to be fixed as well as input from inside the organization.

Ms. Reiland concurred with the comments of prior General Commission members and emphasized Mr. Cohen's point on process. She suggested that Chairman Rosenburg be asked to address the Commission and requested more background reading materials be provided.

Mr. Robinson began by introducing his organization, The Gideon Group. He commented that his practice focused on implementation not reports and this Commission should identify important, but accomplishable projects and implement them. He reiterated prior concerns that process was important as well as the product.

Commissioner Morrissey volunteered to give personal briefings and write-ups as requested, to better inform Commission members of his organization. Commissioner Webber confirmed he was also prepared to give similar briefings.

Mr. Kilmartin then recognized Ms. Jane Wheeler. Ms. Wheeler agreed with Mr. Robinson. She suggested the Commission should be realistic about what it can accomplish, identify what the Commission will tackle, isolate what the issues are and divide into groups.

Ms. McLaughlin then asked for the Chair's expectations for the General Commission members.

Mr. Leonard commented that as a General Commission member he felt he had three roles -- authorization, encouragement and advice. Mr. Kilmartin concurred and added General Commission members could apply a reasonableness test.

Secretary Baker mentioned he wanted advice from outside government. He also said that by the October meeting he wants the group to have thought harder about external versus internal focus. His expectation is to select projects at next months meeting.

Mr. Leonard then summarized that the Commission should ask of each idea:
1. Why is it important?
2. Is it externally focused or internally focused?
4. Can it be accomplished in a reasonable time frame?

Mr. Kilmartin closed the meeting by reviewing the future meeting dates and the timelines. The next meeting will be:

Friday, October 24, 1997
10:45 a.m. to 12:35 p.m.
Saltonstall Building, 17th floor
Boston, MA

Mr. Kilmartin asked DMR and DEM to compose a one page memorandum outlining each idea. He confirmed that Commissioner Morrissey and Commissioner Webber were prepared to spend time with individual Commission members and provide additional background briefings to the Commission as deemed necessary. He noted there are three deadlines for the Commission: October 1, January 1, and June 30.

It was agreed that Ms. Rosemarie Day will compile everyone's questions, addresses and phone numbers. She will draft a memo to comply with the October 1 deadline. Ms. Day then stated she will include an update to the group regarding Senate Ways & Means and that Friday, Oct. 10, 1997 is the deadline for written materials to be delivered to her. She will mail out a full set to the group around Oct. 17, 1997 to be discussed at the next meeting.

Mr. Kilmartin thanked the group for their participation and adjourned the meeting at 12:45 pm.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, October 24, 1997
10:45 - 12:30
ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Martin Benison, Deputy Comptroller, OSC
Rosemarie Day, Assistant Secretary of ANF
Anita Rapino, OSC
Jennifer Frauson, ANF

Allan Cohen, Arthur Anderson LLP
Christine H. McLaughlin, AFL-CIO
Herman Leonard, Professor, Harvard University
Beth Reiland, Jacobson Group, Inc.
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp Dresser McKee
Lawrence Williams, National Mentor, Inc.

Gerald Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Julie Dee, DMR
Diane Enochs, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Janina Millet, DMR
Jack Riley, DMR
Bob Trombly, DMR

Peter Webber, Commissioner, DEM
David Mahr, DEM
Steve Blinn,DEM
Claire D'Angelo, DEM
Ray Faucher, DEM
Todd Frederick, DEM
Robert Samuels, DEM
Ron Washburn, DEM
Gail Yeo, DEM

William Kilmartin opened the meeting by welcoming everyone and gave an overview to the Commission of the materials received in the mail from Rosemarie Day. Mr. Kilmartin asked the Commission for any comments before going through each idea and rating them individually. The two chairs and the General Commission members were asked to participate in the rating scores.

William Kilmartin's stated the purpose was to briefly review each proposal and have a straw vote. Ten would be the highest score idea and one would be the lowest score. The Commission agreed these ratings were initial ratings by the general members to organize the ideas. The vote did not represent a binding position of any member or the Commission as a whole.

William Kilmartin asked Mr. Peter Webber, Commissioner of DEM start the process. He reviewed materials that summarize each of DEM's proposals. A poll was taken on each proposal.

DEM Idea 1- Virtual Visitors Center

William Kilmartin	9
Charles Baker	8
Peter Webber	9
Dutch Leonard	6
Allan Cohen	6
Elizabeth Reiland	7
Christine McLaughlin	N.V.
Jane Wheeler	9
Lawrence Williams	8
Gerry Morrissey	8

DEM Idea 2- Automated Campground Reservation System

William Kilmartin	8
Charles Baker	8
Peter Webber	8
Dutch Leonard	9
Allan Cohen	8
Elizabeth Reiland	5
Christine McLaughlin	N.V.
Jane Wheeler	7
Lawrence Williams	6
Gerry Morrissey	10

DEM Idea 3- Land Management

William Kilmartin	6
Charles Baker	5
Peter Webber	7
Dutch Leonard	10
Allan Cohen	10
Elizabeth Reiland	8
Christine McLaughlin	N.V.
Jane Wheeler	10
Lawrence Williams	7
Gerry Morrissey	7

DEM Idea 4- Customer Focus (CORE)

William Kilmartin	5
Charles Baker	9
Peter Webber	5
Dutch Leonard	4
Allan Cohen	6
Elizabeth Reiland	5
Christine McLaughlin	N.V.
Jane Wheeler	5
Lawrence Williams	6
Gerry Morrissey	10

DEM Idea 5 -Debit Credit Cards

William Kilmartin	7
Charles Baker	2
Peter Webber	5
Dutch Leonard	4
Allan Cohen	8
Elizabeth Reiland	8
Christine McLaughlin	7
Jane Wheeler	7
Lawrence Williams	5
Gerry Morrissey	10

William Kilmartin then asked Mr. Gerald Morrissey, Commissioner of DMR to summarize each of the ideas included in the briefing packet.

DMR Idea 1 -Managed Care Pilot

William Kilmartin	6
Charles Baker	7
Peter Webber	6
Dutch Leonard	5
Allan Cohen	5
Elizabeth Reiland	6
Christine McLaughlin	5
Jane Wheeler	5
Lawrence Williams	7
Gerry Morrissey	8

DMR Idea 2 -Employment

William Kilmartin	3
Charles Baker	8
Peter Webber	8
Dutch Leonard	6
Allan Cohen	8
Elizabeth Reiland	8
Christine McLaughlin	10
Jane Wheeler	9
Lawrence Williams	8
Gerry Morrissey	10

DMR Idea 3 -Public Service Ann

William Kilmartin	10
Charles Baker	7
Peter Webber	10
Dutch Leonard	9
Allan Cohen	5
Elizabeth Reiland	9
Christine McLaughlin	10
Jane Wheeler	10
Lawrence Williams	9
Gerry Morrissey	10

DMR Idea 4 - Debit Cards

William Kilmartin	7
Charles Baker	2
Peter Webber	8
Dutch Leonard	4
Allan Cohen	8
Elizabeth Reiland	8
Christine McLaughlin	7
Jane Wheeler	9
Lawrence Williams	6
Gerry Morrissey	9

DMR Idea 5 -Parking Reimbursement

William Kilmartin	3
Charles Baker	4
Peter Webber	2
Dutch Leonard	3
Allan Cohen	10
Elizabeth Reiland	2
Christine McLaughlin	4
Jane Wheeler	5
Lawrence Williams	4
Gerry Morrissey	8

DMR Idea 6 -Direct Deposit

William Kilmartin	5
Charles Baker	10
Peter Webber	10
Dutch Leonard	9
Allan Cohen	9
Elizabeth Reiland	9
Christine McLaughlin	5
Jane Wheeler	7
Lawrence Williams	10
Gerry Morrissey	10

DMR Idea 7 -Ready Payments (EDI)

William Kilmartin	**7**
Charles Baker	**8**
Peter Webber	**5**
Dutch Leonard	**8**
Allan Cohen	**8**
Elizabeth Reiland	**7**
Christine McLaughlin	**7**
Jane Wheeler	**7**
Lawrence Williams	**10**
Gerry Morrissey	**9**

DMR Idea 8 -Family Supports

William Kilmartin	**10**
Charles Baker	**7**
Peter Webber	**10**
Dutch Leonard	**10**
Allan Cohen	**8**
Elizabeth Reiland	**8**
Christine McLaughlin	**8**
Jane Wheeler	**8**
Lawrence Williams	**10**
Gerry Morrissey	**10**

Discussion ensued on how the Commission should proceed to select projects for action and define the role of various Commission members as the Commission moved forward.

It was agreed Secretary Baker would draft a memo for discussion, seek comments from Mr. Kilmartin and Mr. Leonard. He would then circulate that memo to the Commission prior to the next meeting.

The next Commission meeting will be:

Friday, November 14, 1997
10:45 am to 12:30 pm
One Ashburton Place, 21st floor
Boston, MA 02108

Mr. Kilmartin thanked the group for their participation and hard work and adjourned the meeting at 1:00 p.m.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, November 14, 1997
10:45 - 12:30
ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Rosemarie Day, Assistant Secretary, ANF
Martin Benison, Deputy Comptroller, OSC
Anita Rose Rapino, OSC
Jennifer Frauson, ANF

Peter Webber, Commissioner, DEM
Claire D'Angelo, DEM
Susan Frechette, DEM
David Mahr, DEM
Robert Samuels, DEM
Ron Washburn, DEM
Gail Yeo, DEM

Christine H. McLaughlin, AFL-CIO
Beth Reiland, Jacobson Group, Inc.
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp Dresser McKee
Lawrence Williams, National Mentor, Inc.
Dutch Leonard, Professor, Kennedy School of Government

Gerry Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Diane Enochs, DMR
Mitch Henderson, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Bob Trombly, DMR

William Kilmartin opened the meeting by welcoming everyone. All members in attendance received a copy of the memo from Secretary Baker, a status chart for projects and the meeting agenda. Mr. Kilmartin asked the Commission for any comments before finalizing the focus of the Commission's work.

Mr. Kilmartin stated his opinion that the Commission should focus on four projects and commence to identify timelines, resources needed, and how the general members would add value to each project. He expressed the hope that this meeting would conclude with a selection of team leaders and the establishment of goals for the next meeting.

Mr. Kilmartin asked Peter Webber, Commissioner of DEM and Gerry Morrissey, Commissioner of DMR for their input and/or comments on Secretary Baker's memo. Both Commissioner Morrissey and Commissioner Webber agreed with the approach outlined in the memo.

The Commission agreed to pursue the four projects specified in Secretary Baker's memo: Virtual Visitors' Center/Electronic campground reservations, Templeton joint land management, Public awareness of mental retardation/Apprenticeship, and Electronic benefits for family supports. Rosemarie Day introduced a status chart for projects not selected as enhancement initiatives and detailed the actions to be taken on those proposals. Beth Reiland requested that the Commission be briefed on the progress of non-selected proposals on an occasional basis.

Commissioner Webber and Commissioner Morrissey were asked to designate team leaders for the four selected projects. General Commission members were asked to identify which projects they had an interest in joining. The table below summarizes their initial preferences. (Final selections will be made be general members at the next meeting.)

Department of Environmental Management:

Project	Team Leaders	Upcoming Meetings	Interested Parties from Commission
Virtual Visitors' Center/ Electronic campground reservation system	Susan Frechette, Team Leader David Mahr, Pilot	December 2	Dutch Leonard Jane Wheeler
Templeton Land Management (with DMR)	Paul Antonellis, Team Leader Ron Washburn, Team Leader Gail Yeo, Pilot	December 9 @ Templeton	Christine McLaughlin Beth Reiland Jane Wheeler

Department of Mental Retardation:

Project	Team Leaders	Upcoming Meetings	Interested Parties from Commission
Apprenticeship Program/ Public Awareness Campaign	Diane Enochs, Team Leader	December 1	Beth Reiland James Robinson
Electronic Benefits Transfer for Family Support Services	Janet George, Team Leader	December 5	Dutch Leonard Christine McLaughlin Larry Williams

It was agreed that team leaders would convene project teams and prepare work plans for the next meeting. Work plans should include a summary of the project, a status report of progress so far, a list of team members, a tentative meeting schedule, a timeline chart indicating milestones, delineation of member roles, identification of key resources, and a budget proposal. Workplans should be submitted to ANF by 5:00 p.m. on December 9th for distribution to the Commission prior to the next meeting.

The next Commission meeting will be:

Friday, December 12, 1997
10:45 a.m. to 12:30 p.m.
One Ashburton Place, 21st floor
Boston, MA 02108

Mr. Kilmartin thanked the group for their participation and hard work and adjourned the meeting.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, December 12, 1997
10:45 - 12:30
ATTENDEES:

Charles Baker, Secretary, ANF
Rosemarie Day, Assistant Secretary, ANF
Martin Benison, Deputy Comptroller, OSC
Anita Rose Rapino, OSC
Jennifer Frauson, ANF

Allan Cohen, Mass. Taxpayers Foundation
Dutch Leonard, Harvard University
Christine H. McLaughlin, DMR
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp Dresser & McKee
Larry Williams, National Mentor, Inc.

Gerry Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Mary Ann Brennen, DMR
Richard Cahalane, DMR
Julianne Dee, DMR
Diane Enochs, DMR
Janet George, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Janina Millet, DMR
Bob Trombly, DMR

Peter Webber, Commissioner, DEM
David Mahr, DEM
Steve Blinn, DEM
Claire D'Angelo, DEM
Ray Faucher, DEM
Todd Frederick, DEM
Jonathan Geer, DEM
Andy Jones, DEM
Mike Ridge, DEM
Robert Samuels, DEM
Ron Washburn, DEM

Secretary Baker opened the meeting by welcoming everyone and requesting comments on the minutes of the meeting from November 14, 1997. Hearing no comments, he moved forward to discuss the workplans. Copies of workplans were distributed and Secretary Baker asked each project driver to summarize their team's submission.

Janet George from DMR introduced the Family Support Initiative proposal and presented the background, scope of activities, team members, proposed budget, tentative schedule of meetings and timeline identified in the workplan. Secretary Baker asked for comments regarding her proposal. He suggested that the 15 questions could be sorted into threshold and implementation issues. Christine McLaughlin said this proposal had a lot of potential. Martin Benison mentioned that all plans should include a return on investment analysis.

Ron Washburn from DEM described the workplan for the Templeton Land Management project. Mr. Washburn stated that he met with DCPO and other stakeholders. The first trail will be opened this fiscal year. The team's top priority is to ensure that public access does not interfere with the privacy of the DMR clients who live at Templeton.

Diane Enochs from DMR presented the Employment Support/Public Service Announcements/Employment project. Ms. Enochs showed the Commission a video tape of television advertisement campaigns for public awareness of mental retardation produced in other states. Ms. Enochs gave a summary of her group's workplan. Secretary Baker indicated that the team should seek in-kind contributions from

advertising agencies instead of planning to fund advertising. Ms. Enochs noted that Allan Cohen offered to assist her in contacting trade councils.

Jon Geer from DEM then summarized the workplan for the On-Line Visitor Center and the Automated Reservation System. Andy Jones was introduced as the Web Master for the project. Secretary Baker asked Mr. Geer why the Commission was needed to accomplish this project. Mr. Geer responded that he expected the Commission to help identify the best technology solution. In addition, Mr. Geer wants Commission members to use the Web site when completed and to give input on the product.

Dutch Leonard suggested that the DEM team should specify only services to be provided by the automated campground reservation system and make the vendor responsible for delivering the most appropriate technology. DEM should maintain focus on its areas of expertise: the features required to make the system most useful to DEM and most user-friendly to DEM clients. A vendor would have both the incentive and the expertise to provide the best technology at a low cost, and would be better equipped to find the "technology solution" than DEM or the Commission.

The source of funds for DEM technology infrastructure needs was discussed. Secretary Baker asked Peter Webber to consider whether the $7-10 million in campground upgrade funds recently appropriated could be used to fund this component of the project. In addition, Secretary Baker said he would be supportive of a fee structure that covered the costs of the reservation system. Secretary Baker then reiterated Mr. Leonard's comments that DEM should specify services to be provided and allow a vendor to determine and provide the technology.

General Commission members were asked to identify which projects they would work on. The table below summarizes these decisions.

Project	**Interested Commission Members**
Virtual Visitor Center/ Electronic Campground Reservation System	Dutch Leonard Larry Williams
Templeton Land Management	Christine McLaughlin Beth Reiland Jane Wheeler
Public Awareness/Employment Program	Beth Reiland James Robinson
Electronic Benefit Transfer for Family Support Services	Allan Cohen Dutch Leonard Christine McLaughlin

Secretary Baker commented that everyone seemed to be on the right track and budgets were reasonable with proposed changes (the PSA project should seek contributed resources, the campground reservation system should use campground upgrade funds). Project drivers were charged with preparing final draft workplans for inclusion in the Commission's report to the Legislature. It was announced that final workplans would be

due to Rosemarie Day by January 30, 1998. Secretary Baker recommended that the Commission should not meet as a group in January as scheduled so Commission members could instead focus on work with their teams.

Secretary Baker closed the meeting by stating the next Commission meeting will be:

Friday, February 13, 1998
10:45 a.m. to 12:30 p.m.
One Ashburton Place, 21st floor
Boston, MA 02108

Secretary Baker thanked the group for their participation and hard work and adjourned the meeting at 12:30 p.m.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, February 13, 1998
10:45 - 12:30
ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Rosemarie Day, Assistant Secretary, ANF
Martin Benison, Deputy Comptroller, OSC
BJ Trivedi, OSC
Jennifer Frauson, ANF

Peter Webber, Commissioner, DEM
Stephen Blinn, DEM
Stan Burrows, EOEA
Claire D'Angelo, DEM
Susan Frechette, DEM
Jonathan Geer, DEM
Andrew Jones, DEM
David Mahr, DEM
Michael Ridge, DEM
Robert Samuels, DEM
Ron Washburn, DEM
Gail Yeo, DEM

Allan Cohen, Arthur Andersen LLP
Dutch Leonard, Professor, Kennedy School of Government
Christine H. McLaughlin, AFL-CIO
Beth Reiland, Jacobson Group, Inc.
James Robinson, Gideon Group, Inc.
Jane Wheeler, Camp Dresser McKee
Lawrence Williams, National Mentor, Inc.

Gerry Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Diane Enochs, DMR
Janet George, DMR
Mitch Henderson, DMR
Bill Hetherington, DMR
Lisa Lawrence, DMR
Janina Millet, DMR
Bob Trombly, DMR

Secretary Baker opened the meeting with a request for approval of the minutes from the December 12, 1997 meeting. The minutes were approved.

He then asked members of the commission for comments on the draft interim report to the Legislature. The Online Visitor Center project was the first to be introduced for discussion. Peter Webber noted that this project team has been following the advice of Dutch Leonard, and "hitching onto the technology escalator" by looking to vendors to deliver hardware expertise. Jon Geer announced that an RFR for reservations was in preparation. Mr. Webber added that DEM was creating a camper feedback advisory group to analyze customer needs for campground reservations.

The Templeton Land Management group presented their official workplan next. Ron Washburn informed the commission that his team had marked 1 ½ miles of trail. The trail and picnic area should be ready for June 1, 1998. Paul Antonellis said that no formal outreach to the families of Templeton Development Center residents had been conducted, but that in informal communications, they had approved of the creation of trails on the property. An article will be submitted to the family newsletter to inform families of the land development project. General members requested that the report explain why Templeton land is unique and asked that the measures of success match the stated goals. Members also inquired about why the budget for the Templeton project was larger than for other projects. The commission co-chairs noted that budgeting decisions had been made to suit the scope of each project and the availability of alternative funding sources.

Diane Enochs presented the workplan for the Employment/Public Service Announcement project. The group is trying to engage an ad agency to product PSA segments on a pro bono basis. Ms. Enochs asked the commission members for any contacts they had in advertising.

Janet George offered an update on the Family Support project's status. The team has been looking into waiver issues. They do not want to jeopardize federal reimbursement by the reforms they make to the support payment system. Their current task is collecting surveys from families to see what they could use.

Allan Cohen made a general recommendation that the executive summary be revised and improved.

Secretary Baker then asked project drivers what they would have general members work on in the coming months. Their answers are tabulated below:

Online Visitor Center:	Design input interface Advice Strategic thinking about how to use information
Campground System:	Assist in writing RFR Evaluate responses to RFR Maybe negotiating with the vendor
Templeton:	Environmental and community impact assessment Review of environmental site assessment General marketing of recreation area Advice on linking Mt. Wachusett community college
PSA:	Creative work on PSA's Contacts with ad agencies Building interagency partnership with DOE
Family Supports:	Technological design Strategic thinking about the impact of proposed changes Political support for controversial decisions

Secretary Baker then inquired about whether the commission should meet as a large group in March, or only in project teams. It was decided that a full commission meeting would be unnecessary. The next full commission meeting is scheduled for Friday, April 10 from 10:45 a.m.-12:30 p.m. at the McCormack Building, 21st floor, conference room 1.

The meeting was adjourned.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, April 10, 1998
10:45 - 12:30
ATTENDEES:

William Kilmartin, Comptroller, OSC
Rosemarie Day, Assistant Secretary, EOAF
Martin Benison, Deputy Comptroller, OSC
BJ Trivedi, OSC
Elizabeth Kilcoyne, OSC
Jennifer Frauson, EOAF

Dutch Leonard, Professor, Kennedy School of Government
Christine H. McLaughlin, AFL-CIO
Beth Reiland, Jacobson Group, Inc.

Peter Webber, Commissioner, DEM
Ray Faucher, DEM-Great Book
Stephen Blinn, DEM
Claire D'Angelo, DEM
Susan Frechette, DEM
David Mahr, DEM
Ron Washburn, DEM

Gerry Morrissey, Commissioner, DMR
Paul Antonellis, DMR
Julianne Dee, DMR
Diane Enochs, DMR
Bill Hetherington, DMR
Bob Trombly, DMR

Mr. Kilmartin opened the meeting with a request for approval of the minutes from the last meeting on March 13, 1998. The minutes were approved.

Mr. Kilmartin started the meeting by suggesting that the Commission receive status reports on the projects "referred by the Commission for independent action." He then turned the meeting over to Deputy Comptroller Elizabeth Kilcoyne to report on the Small Purchase Credit Card Program.

Ms. Kilcoyne informed the commission that the purpose of this project is to eliminate petty cash accounts and to streamline the business process for small purchases. She indicated that each card would have a $1000 limit and any supplemental limitations would be determined by department heads. In addition, department heads would determine the number of credit cards available within their departments. Ms. Kilcoyne indicated that a RFR had been issued and a vendor selected. Contract negotiations were underway. If the negotiations are brought to closure, a pilot project should be running by July.

Dutch Leonard commented that, when used instead of petty cash, the card can serve as a fraud prevention tool and the roll out strategy to state government should include a discussion of the fraud prevention aspects. This led to a discussion of user training and the pros and cons of centralized training versus specialized training for each department. Christine H. McLaughlin expressed the view that strong centralized training should be developed so that all card users have a clear understanding of their rights and

responsibilities. Department-specific training would serve as a supplement to the centralized training.

Mr. Kilmartin then recognized Martin Benison. Mr. Benison discussed the Paperless Payroll project. He reiterated the basic problem, even with the use of direct deposit the Commonwealth still incurs the cost of delivering a pay stub. Mr. Benison indicated that the project team had selected four vendors off the blanket contracts to make presentations to the group. They expected to pick a vendor shortly. A pilot would begin in late June, with information available seven days a week, 24 hours a day through the internet and a toll-free number. It was also noted that anyone with access to the internet could print their own hard copy.

Next, Mr. Benison discussed the DMR Provider Payment system. He indicated that the project is on hold.

Rosemarie Day briefed the Commission on the Parking Reimbursement Policy. She informed the Commission that DSS, DMH, and DMR are participating in the pilot. To date, actual use of the pilot has been limited. Christine McLaughlin suggested this may be due to a lack of advertising. Bill Hetherington suggested that the reimbursement process was somewhat bureaucratic and asked that a more streamlined approach be considered during the evaluation process.

Gerry Morrissey informed the Commission that the Health Care Support initiative has filed a waiver request with HCFA. It has not yet been approved.

Ms. Day then indicated that DEM has temporarily put the CORE Initiative on hold and is focusing on the remaining projects.

Mr. Kilmartin then turned the meeting over David Mahr to report on the Online Visitors Center (OVC) and the Campground Reservation System (CRS). Beginning with the OVC, David indicated that a full-time Webmaster had been hired and text was being written. The target date for a pilot may slip a little from May 15th. Turning to CRS, Mr. Mahr indicated that an RFR has been issued and responses are due May 15th. While some of the interim dates are behind schedule, they still expect to activate the system in November for the 1999 camping season. Peter Webber, Commissioner of DEM, then commented that DEM still had some policy issues to resolve, including the percent of sites that could be reserved in advance and the revised fee structure. Mr. Webber confirmed that this would not affect the overall schedule.

Mr. Kilmartin then recognized Ron Washburn to discuss the Templeton Land Management Project. He indicated that five to six miles of trails had been mapped and that they anticipated one to two miles of trails would be available by June 1. As these trails connect to existing logging roads, a large trail system will quickly develop. The MOU is in the hands of the lawyers for fine-tuning and should be signed shortly. Beth Reiland asked if this MOU could serve as a model for other interagency agreements. Mr.

Washburn indicated that it could. It is a simple MOU and it would be straightforward to remove the specifics related to this project and substitute future projects. DEM suggested that they would like to hold an event in June at Templeton. Details to follow.

Diane Enochs updated the Commission on Public Service Announcements (PSAs). She found a company to produce announcements for the department on a pro-bono basis. Lyle Wickasham agreed to do three videos. Ms. Enochs indicated that while cable stations were willing to run the announcements as a public service, she was seeking donations to fund prime-time commercials on Boston stations. Bill Hetherington is having an expendable trust established for these funds. They anticipate having seven tapes ready to go as of October 1998.

Janet George gave an update on the Family Support Project. She informed that Commission that 4,900 surveys were mailed, 4,800 were delivered, 25%-27% were returned, and 80% of the responses were favorable. A consultant was hired to work on the HCFA issues. Ms. George also mentioned that she did not expect to have a definite plan sketched out by June. However, she will have a progress report in June.

Mr. Benison and Ms. Day discussed the production of the final report. They suggested that the draft report be issued at the June 12 meeting. Edits to get back to them as soon as possible. If necessary, a contingency meeting could be held on June 19 to finalize the report. The report will be issued June 30.

Dutch Leonard asked what process would be used to incorporate General Member thought into the report. It was agreed that a survey would be developed and circulated in May to seek input from General Commission Members.

Jennifer Frauson said this would be her last meeting. She was leaving EOAF to attend Law School.

Mr. Kilmartin asked if there was anything else that needed to be brought up for discussion, if not then the next meeting was to be scheduled for June 12.

The meeting was adjourned.

NOTE: The next meeting, originally scheduled for June 12, has been re-scheduled for June 19,
from 10:45 AM to 12:30 PM.

Minutes of the Massachusetts Performance Enhancement Commission
Friday, June 19, 1998
10:45-12:30pm

ATTENDEES:

Charles Baker, Secretary, ANF
William Kilmartin, Comptroller, OSC
Rosemarie Day, Assistant Secretary, ANF

Peter Webber, Commissioner, DEM
Stephen Blinn, DEM
Todd Frederick, DEM
Jonathan Geer, DEM
Ron Washburn, DEM
Susan Frechette, DEM
Claire D'Angelo, DEM
Andrew Jones, DEM
David Mahr, EOEA

James Robinson, The Gideon Group, Inc.
Allan Cohen, Massachusetts Taxpayers
Dutch Leonard, Harvard University K Kennedy School of Government
Christine McLaughlin, AFL-CIO
Jane Wheeler, Camp Dresser McKee

Gerry Morrisey, Commissioner, DMR
Janet George, DMR
Diane Enochs, DMR
Paul Antonellis, DMR

Mr. Kilmartin opened the meeting with a request for approval of the minutes from the April 10, 1998 meeting. The minutes were approved.

Mr. Kilmartin stated that Secretary Baker would join the meeting later. He then introduced Ms. Day and proceeded to ask if there were any changes to the agenda. Then Mr. Kilmartin introduced the Draft Performance Enhancement Commission Report and suggested the Commission go through the document page by page to address comments, questions or suggestions.

Mr. Kilmartin commented that the report was very well done and thought everyone did an excellent job. At this point there was extensive conversation and changes were made throughout the document.

Mr. Baker joined the meeting about 11:45 am. Mr. Kilmartin continued the walk through the report.

Mr. Baker concluded the walk through of the draft by saying any additional comments, suggestions or changes needed to be brought or emailed to the administrative staff by close of business Monday. He concluded the meeting by expressing his personal thanks to all members of the group. Mr. Baker commented that the report seemed very well done and he thanked each participant for his or her time and energy.

Mr. Kilmartin asked everyone to take time to be present at the Great Hall next Thursday, June 25 at 10:30am. Senator Rosenberg would hopefully be present to speak to all the participants.

Mr. Webber then informed members that the Templeton project team would be sending out an invitation to visit the trails at Templeton at a date to be determined in July or August.

Mr. Morrisey thanked Bill Kilmartin, Charles Baker, and Rosemarie Day and all the other participants of the PEC.

Mr. Webber thanked DMR for their cooperation making the project enjoyable.

Mr. Baker then adjourned the meeting and said he would see everyone next year.

GENERAL APPROPRIATION ACT FOR FISCAL YEAR 1998
CHAPTER 43 ACTS OF 1997

SECTION 2

1100-1101 For the Implementation of the Massachusetts performance enhancement program pursuant to section 224.....$200,000

SECTION 224. (a) Notwithstanding the provisions of any general or special law to the contrary, there is hereby established the Massachusetts performance enhancement program, which shall provide the opportunity for designated agencies to improve their management systems and enhance their performance by streamlining services, reducing paperwork, analyzing and reviewing their policies and procedures including, but not limited to, fiscal management, human resources, procurement, customer services, technology and facilities operation and maintenance.

(b) Said program shall be implemented by a commission, which shall be jointly chaired by the secretary of administration and finance and the comptroller. There shall be seven additional members of the commission who shall be appointed by the governor. Said members shall include a representative from business and industry, to be selected from three nominees provided by the Massachusetts business roundtable; a representative from organized labor, to be selected from three nominees provided by the Massachusetts State labor Council, AFL-CIO; the chairperson of the Massachusetts Taxpayers Foundation or his designee; a faculty member from a graduate school of public administration or public management at an institution of higher education located in the commonwealth; and three other members appointed by the governor, after consultation with the secretary of administration and finance and the comptroller. The department of mental retardation and the department of environmental management shall serve as what are hereinafter collectively referred to as the designated agencies.

(c) In evaluating each designated agency, the commission shall work with a team of no fewer than six and no more than ten employees from said agency, which shall include an equal number of management employees and nonsupervisory, nonmanagement employees. The management employee members of each designated agency team shall be selected by the administrative head of the designated agency on or before September 1, 1997. the nonsupervisory, nonmanagement employee members shall be selected either by a vote of the nonsupervisory, nonmanagement employees in the designated agency on or before August 31, 1997 or, if no such selection is made by said date, then by the joint chairpersons of the commission on September 1, 1997. Three members of the commission shall serve on each relevant designated agency team. Each team shall evaluate each designated agency with respect to effectiveness of management policies and practices used by the agency, the efficiency with which said agency operates the programs and provides services under its jurisdiction and fulfills the duties assigned to it by law, and the level of satisfaction of the customers or clients of said agency in order to

identify specific projects that will improve said designated agency's performance. Said agency teams may hire a consultant to help them achieve their goals and objectives. Each designated agency shall also provide necessary assistance to its agency team and the commission for the performance of said duties.

(d) Each designated agency team shall submit to the commission for approval a preliminary work plan that includes a spending plan, program design, and specific project proposals on or before October 1, 1997. No funds appropriated for use by said commission shall be allocated to the designated agency teams until such time as said work plan has been submitted and approved by said commission.

(e) The commission, in consultation with the designated agency team, shall, on or before January 1, 1998, submit to the house and senate committees on ways and means and the joint committee on state administration an interim report and tentative recommendations, and shall, on or before June 30, 1998, submit to said committees a final report concerning each designated agency. The interim and final reports shall analyze, provide recommendations and implementation plans concerning methods for maximizing or improving management policies and practices, customer or client service and efficiency, and generating cost savings. Said reports shall also demonstrate the results of any ongoing or completed projects undertaken by said teams or the full commission. Any cost savings realized by an agency through implementation of said performance enhancement program shall be placed in a retained revenue account held by said agency for one-time expenditures.

MPEC
Approved Budgets

The FY98 General Appropriation Act included an Appropriation (Line Item 1100-1101) of $200,000 to be allocated to the various projects based on the projects plans submitted to, and approved by the Commission. The Commission approved the work plans on December 12th and the Chairmen allocated the funds. The allocations and actual expenditures are:

	Budgets	Expenditures	PAC Request*
Department of Mental Retardation			
Family Support Initiative	$25,000	$13,400	$9,100
Employment Support/Public Service Announcements	$53,900	$ 0	$47,900
Total Allocation to 5911-1101	$78,900	$13,400	$57,000
Department of Environmental Management			
On- Line Visitors Center	$33,100	$13,817	NA
Campground Access and Management Program	$ 0	$ 0	$ 0
Templeton	$88,000	$ 0	$88,000
Total Allocation to 2100-1101	$121,100	$13,817	$88,000
Total Uses Appropriation 1100-1101	$200,000	$27,217	$145,000

*The administration has requested that the Legislature "PAC" (continue into Fiscal Year 1999) a portion of the budget. This would fund continuing work for 3 of the projects.

- The Family Support Initiative would continue the work of a consultant on Medicaid eligibility and federal waiver issues associated with the project.
- The Employment Supports/Public Service Announcements project had initially planned on using the budget to develop Public Service Announcements. Since they were able to accomplish this through donated services the budget would be redirected to pay for out of pocket production costs and air these announcements during primetime in the fall. (It is anticipated that additional non-primetime slots will be provided free of charge.)
- The Templeton Collaborative Land Management project funds would be used to complete title and surveying work on the land.